



acpmigration



Project Cycle
Management

Gestion du
cycle de projet

Gestão do
ciclo de projecto

ITC 
International Training Centre



PROJECT CYCLE MANAGEMENT

Course Manual

by
**SUSTAINABLE DEVELOPMENT
AND GOVERNANCE PROGRAMME**

2013



Project Cycle Management

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PROJECT CYCLE MANAGEMENT TRAINING

BACKGROUND AND JUSTIFICATION

Project cycle management is a key managerial competence that all development workers either at the community, country or international level should acquire and master. Throughout the years, the Project Cycle Management approach (PCM) based on the logical framework has become an indispensable instrument for all development workers as well as the main reference for donors, International Organizations, governments and NGOs designing and implementing development projects. The PCM approach and its tools and techniques which allow the effective project identification, design and implementation go beyond the technique and has become the common language used by the international development and cooperation partners.

However this common language is yet not known by all the actors involved, this is why many development and technical cooperation projects are hardly optimal; the lack of capacity in the field of project management by the professional responsible for the project is often recognized as the main cause, moreover this deficiency creates negative impact on the overall project cycle and on achieving its results.

Projects which are partially designed and do not foresee an integrated and realistic monitoring and evaluation framework are often compromised, for example:

- Projects don't achieve the expected objectives, or, if they achieve them, it is difficult to establish if the achieved objective is due to the implemented project or to other contextual factors,
- The lessons learned from projects are often limited and poorly documented,
- The duplication of similar projects is still a common event and there is often lack of coordination and harmonisation among inter-related projects.

Nowadays to identify and communicate a good project idea is not enough to convince donors to financially support an initiative. In order to mobilize the requested financial resources it is essential to create a well-developed, justified, relevant and persuasive concept. To be able to write a convincing and quality project document is important to mobilize the partners support.

Managers of development or technical cooperation projects operate in a dynamic environment of uncertainty and change. Good planning and effective monitoring and control of resources, tasks, stakeholders and the project environment is essential to keep the project on the right direction, in the course of success. Therefore collecting and processing the project data, preparing timely progress reports to support the decision-making process is a key function to help in taking the right and appropriate decision to ensure a good project implementation.

A project, as opposed to continuous management operations, is a temporary and unique action with a start and an end. Those characteristics make a project « experimental » which means that managers need to make a continued effort in order to learn from the experience that implementing a project represents. For this purpose it is important to evaluate the projects on a

regular basis in order to identify the success stories and all elements that need to be improved in the future. Evaluating project is essential to learn from experience in order to improve future projects, to report to partners about the project's achievements, to demonstrate results and to take the necessary decisions related to the organization's investments channeled through projects.

In view of the above, managers of development and technical assistance projects have to master the project cycle management, its phases, its context and all tools and techniques during the all cycle.

TRAINING OBJECTIVE

The overall training objective is to impart (or reinforce) the necessary competencies to manage the project cycle in accordance with the related tools and techniques defined by the European Union and by the International Organizations working in the field of Technical Cooperation.

CONTENT

Introduction

- Project management concepts and definitions
- The project cycle
- The logical framework approach
- Migration projects and local development

Project design

- Stakeholders and target groups analysis
- Problem tree (causes and effects)

Project identification

- Objectives tree
- Alternative analysis
- Selection of the project intervention model

Project formulation

- Logical framework matrix
- Intervention model and results chain (inputs, activities, results, specific objectives and overall objectives)
- Critical assumptions and risks
- Performance indicators and means of verification

Organisation and project operational planning

- Structuring the project organisation (typical models)
- Project Management Unit
- Operational planning process
- Work Breakdown Structure (WBS)
- Project sequencing and scheduling
- Resources allocation and responsibility matrix
- Planning using Ms Project 2010

Project Monitoring and evaluation

- Monitoring and evaluation functions : project monitoring, evaluation and audit
- Evaluation-control: baseline, data collection and analysis
- Progress and communication reporting
- Project evaluation : evaluation principles, strategies and criteria

PROJECT CYCLE MANAGEMENT
Language : English



Time	Monday	Tuesday	Wednesday	Thursday
9:00 – 10:30	<ul style="list-style-type: none"> Workshop overview : course objectives, programme and methodology Results of pre-training survey and post-training action plan Introduction to the Project Cycle Management 	<ul style="list-style-type: none"> Project identification phase : <i>objectives definition (objectives tree) and alternatives analysis</i> Group work : objectives tree and alternative analysis 	<ul style="list-style-type: none"> Structuring the project organisation 	<ul style="list-style-type: none"> Project Monitoring, evaluation and audit <i>Quiz on the monitoring and evaluation concepts</i>
10:30 – 11:00	Coffee break			
11:00 – 12:30	<ul style="list-style-type: none"> The logical framework approach Project identification phase : stakeholders analysis <i>Group work : stakeholders analysis</i> 	<ul style="list-style-type: none"> Project design phase : logframe (LF) matrix First column of the LF: the intervention logic <i>Group work: concept application on the participants' projects</i> 	<ul style="list-style-type: none"> Project Planning : the Work Breakdown Structure (WBS) <i>Application on MSProject</i> 	<ul style="list-style-type: none"> Monitoring and Evaluation : data collection , reporting and communication <i>Group work : data collection strategies</i>
12:30-14:00	Lunch			
14:00 – 15:30	<ul style="list-style-type: none"> Project identification phase : <i>problem analysis (problem tree)</i> 	<ul style="list-style-type: none"> Fourth column of the LF : critical assumptions and risks <i>Group work: concept application on the participants' projects</i> 	<ul style="list-style-type: none"> Project planning: project sequencing and scheduling <i>Application on MSProject</i> 	<ul style="list-style-type: none"> Project evaluation <i>Exercise: 10 rules to write good progress and evaluation reports</i>
15:30 – 16:00	Coffee break			
16:00 – 17:00	<ul style="list-style-type: none"> <i>Group work : problem analysis (causes and effects)</i> 	<ul style="list-style-type: none"> Second and third column of LF : indicators and means of verification <i>Group work: concept application on the participants' projects</i> 	<ul style="list-style-type: none"> Project planning : resources allocations and responsibility matrix <i>Application on MSProject</i> 	<ul style="list-style-type: none"> <i>Role play : project presentation to the stakeholders : resources mobilization</i> Workshop closing : post-training action plan, evaluations and awarding of certificates

SECTION I

Introduction to Project Cycle Management



INTRODUCTION TO PROJECT CYCLE MANAGEMENT

- Introduction
- Definitions and Concepts
- Project Cycle

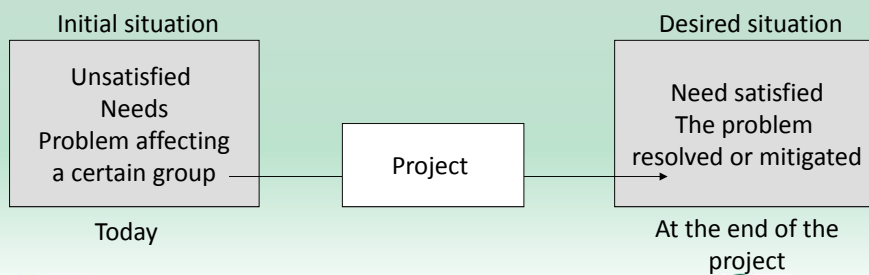


Project Cycle Management



WHAT IS A DEVELOPMENT PROJECT?

- A project is a temporary endeavor, having a defined beginning and end, undertaken to meet unique goals and objectives, usually to bring about beneficial change or added value



Project Cycle Management



WHAT ARE THE CHARACTERISTICS OF A PROJECT?

- Temporary
- Unique context, products, services and delivery
- Progressive elaboration, series of interrelated and coordinated activities
- Constraints: Scope, Time, Money and Quality



Ref. PMBOK

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TYPE OF PROJECT: THE HARD PROJECT



Project

TYPE OF PROJECT: THE SOFT PROJECT



Hard and soft projects:

Different Challenges?



Where are you as a manager?

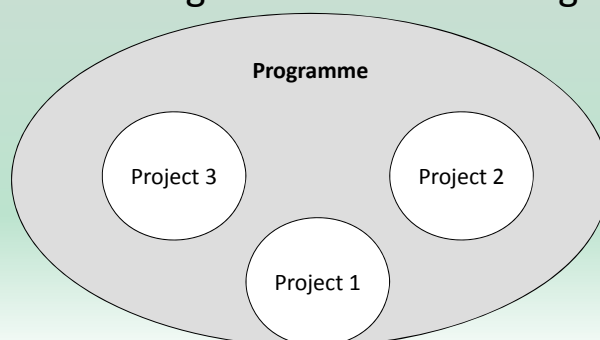


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PROJECTS, PROGRAMS AND PORTFOLIO

- Programme management is the process of running several projects all aligned on a broader strategic outcome of the organization



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PROJECT PERFORMANCE

- Effectiveness
 - Realising the objectives, the good project
- Efficiency
 - Making good use of resources (time, cost and quality)
- Sustainability
 - Make the project outputs durable
- Impact
 - The positive and negative changes produced by a development intervention
- Relevance
 - Match with the context and fits under the mandate of your organisation



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PROJECT REALITIES: THE GOOD AND THE BAD!

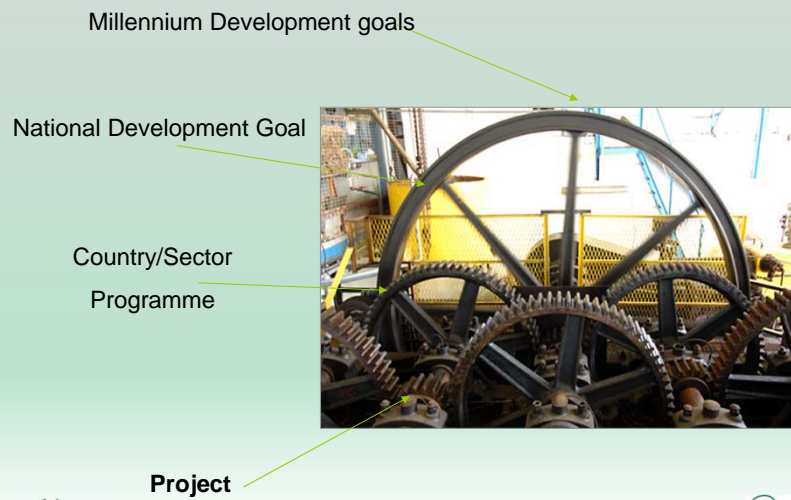
- Project = change = resistance
- Projects are implemented in an uncertain and evolving context
- Managing a project implies dealing with stakeholders with different interests, coming from different fields, representing different organizations, sharing different cultural behaviors, etc.
- Implementing a project is a real challenge but it is also very satisfying...



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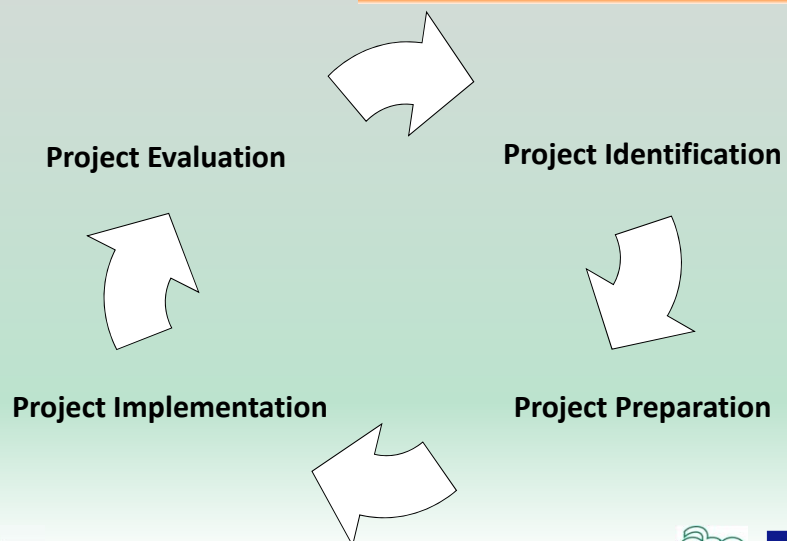
PROJECT CYCLE MANAGEMENT



Project Cycle Management

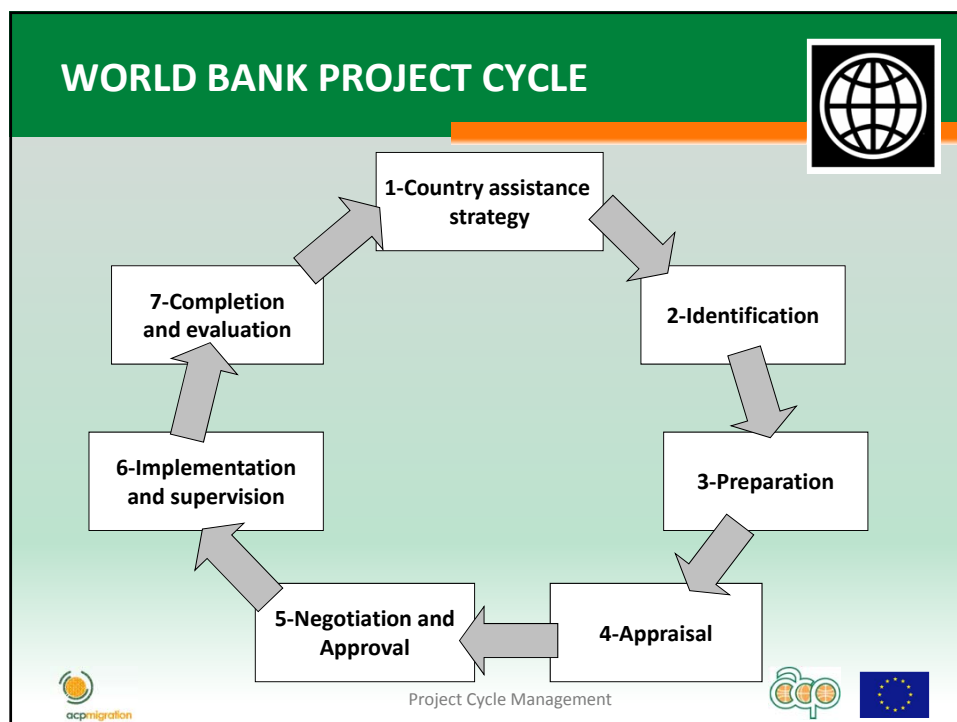
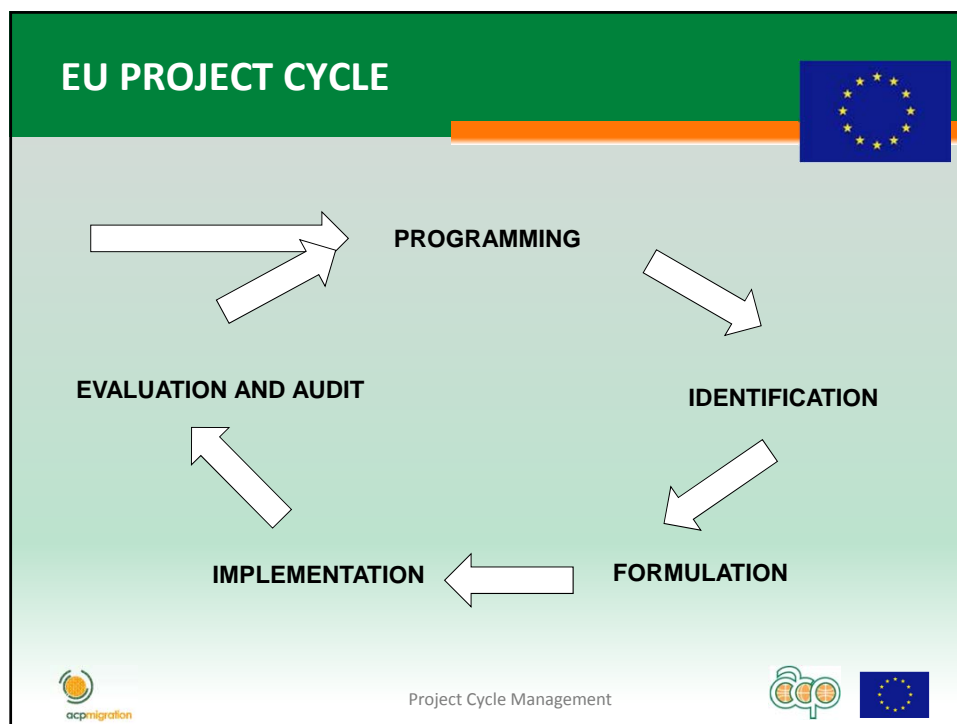


PROJECT CYCLE MANAGEMENT

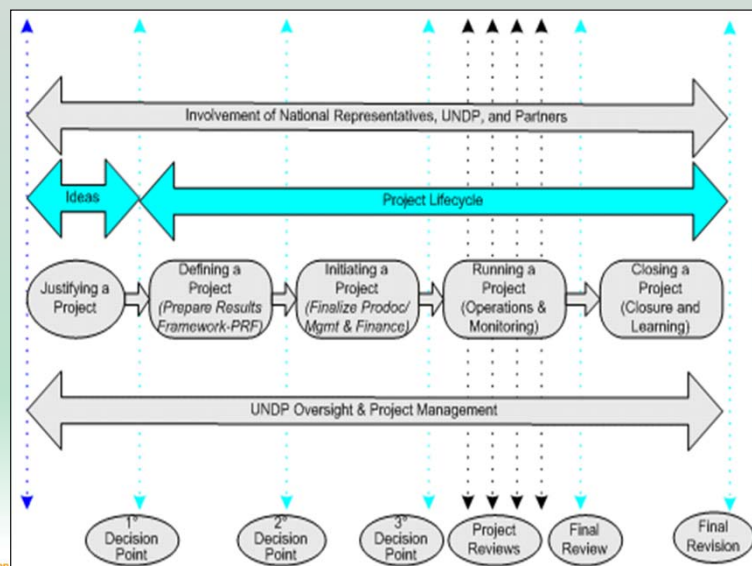


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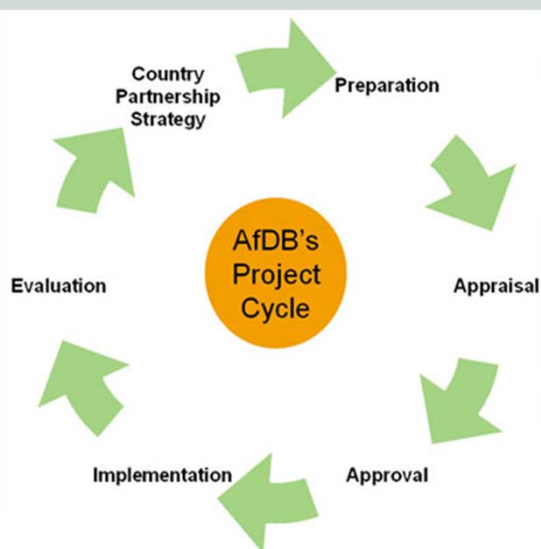




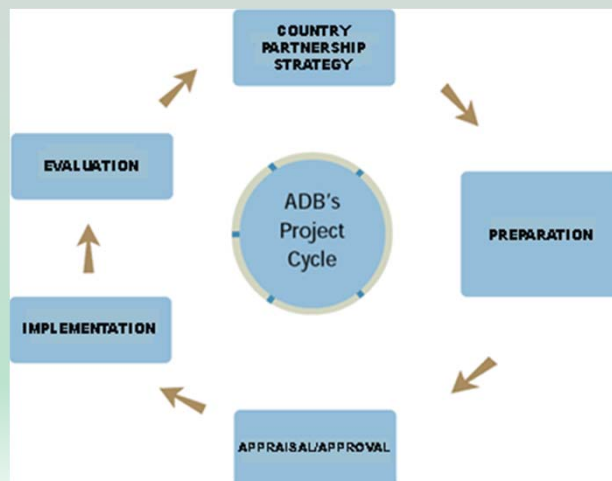
UNITED NATIONS DEVELOPMENT PROGRAM



AFRICAN DEVELOPMENT BANK



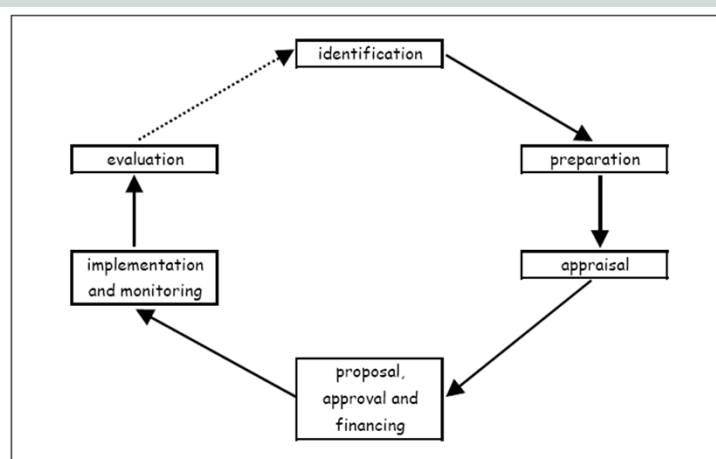
ASIAN DEVELOPMENT BANK



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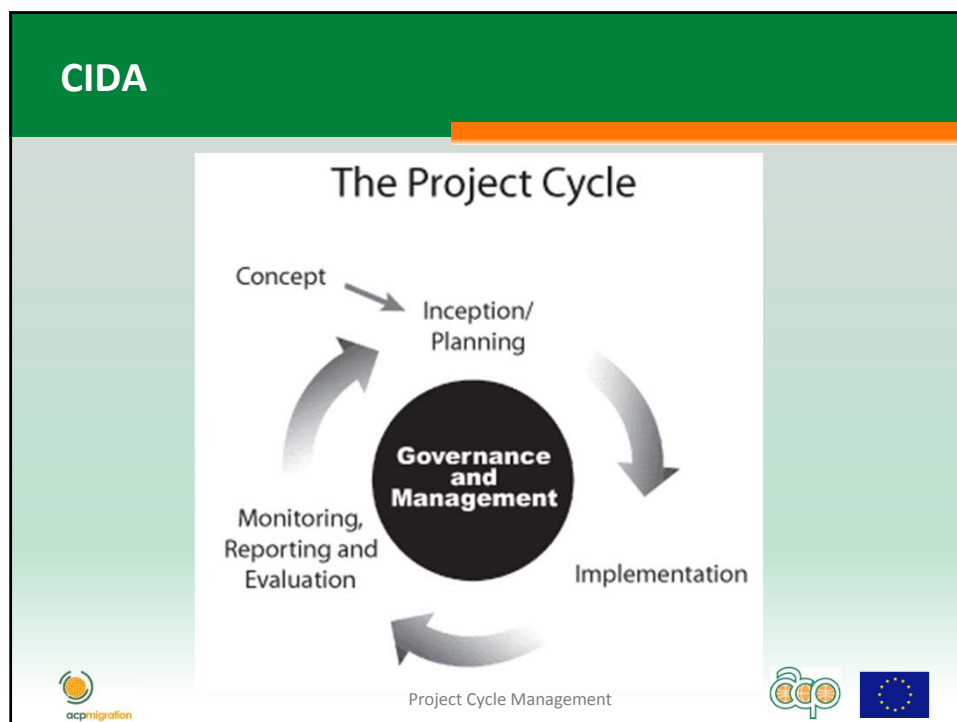
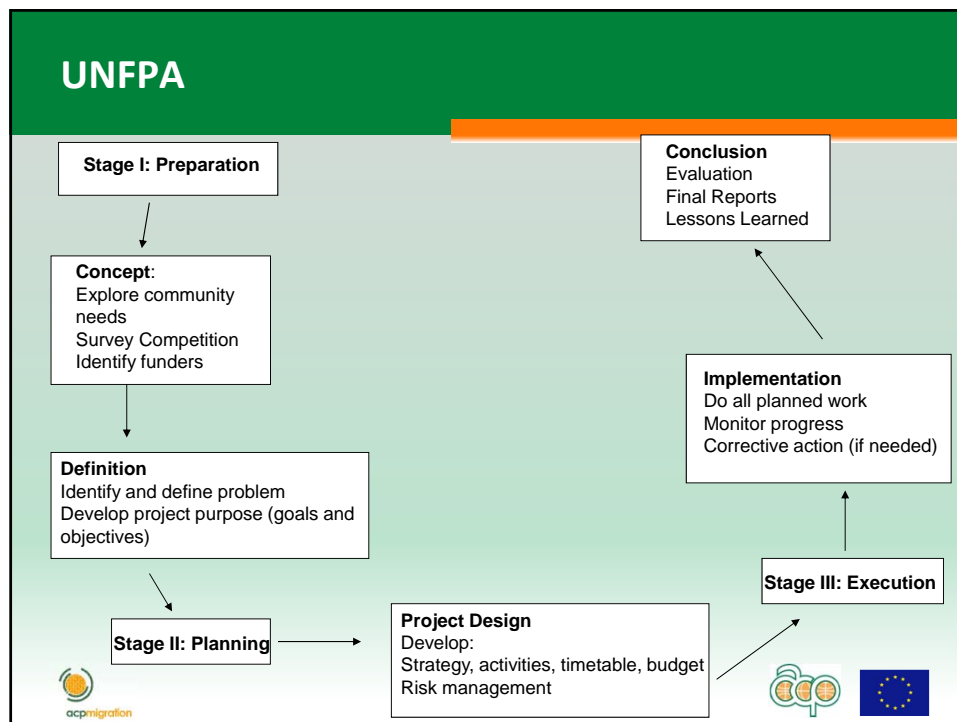


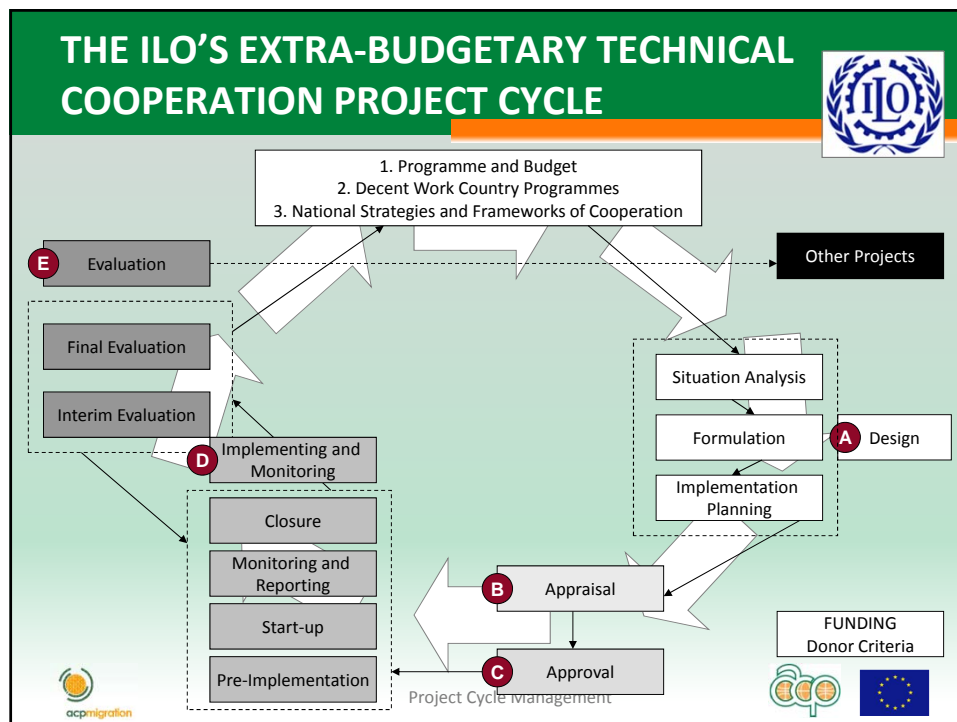
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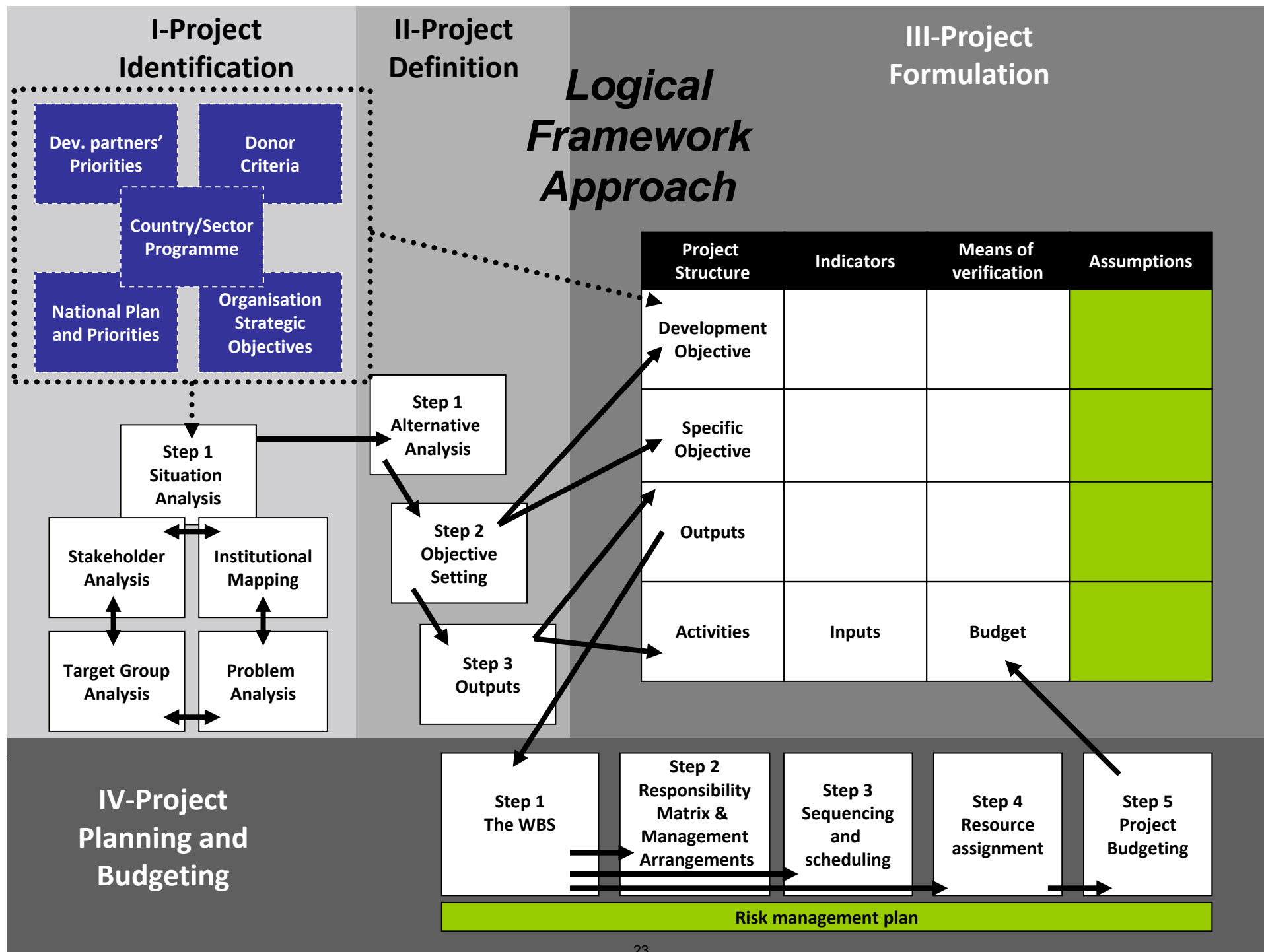
GOLDEN RULES

- The importance of each phase is recognized
- The interdependence of each and every phase is appreciated
- Procedures in each phase are stated, responsibility is assigned and the required documentation produced
- Sufficient time is set for the first stage before implementation

SECTION II

The Logical Framework Approach





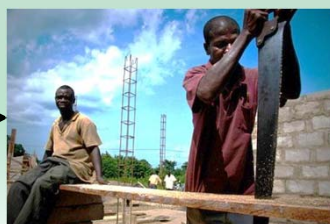
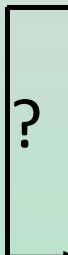
SECTION III

Project Identification Phase: Situation Analysis and Objective Setting



PROJECT IDENTIFICATION: SITUATION ANALYSIS

- Design
 - Undertake a situation analysis
 - Objective setting and alternatives analysis
 - Project formulation
 - Project planning and Budgeting



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PROJECT DESIGN PROCESSES



Current situation

1. Undertake a Situation Analysis

Stakeholder Analysis
Target Groups Analysis
Problem Analysis
Institutional Analysis



Situation analyzed



2. Objectives setting and Alternatives Analysis

Identification of options
Identification of constraints
Evaluation of the different options
Selection of the best project strategy



Project Identified



Satisfying situation

3. Project formulating

Setting project objective
Build the project results-chain
Design the project Log frame

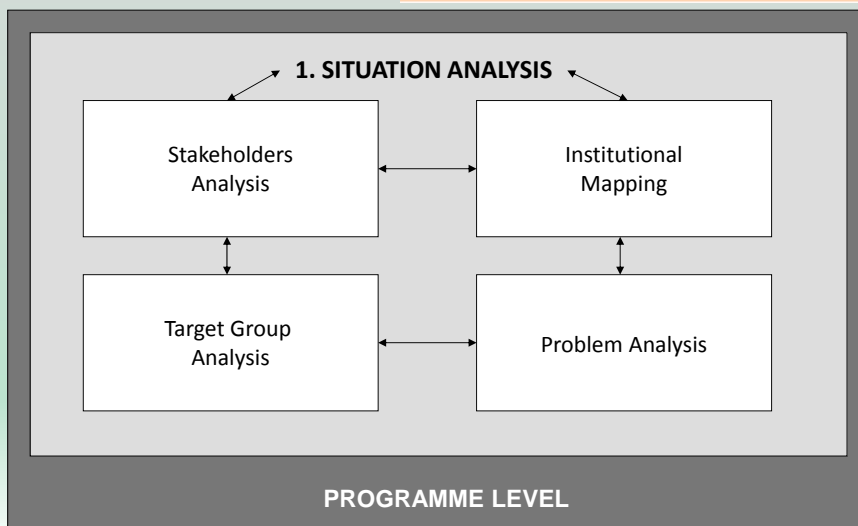


Project Formulated



To project planning process

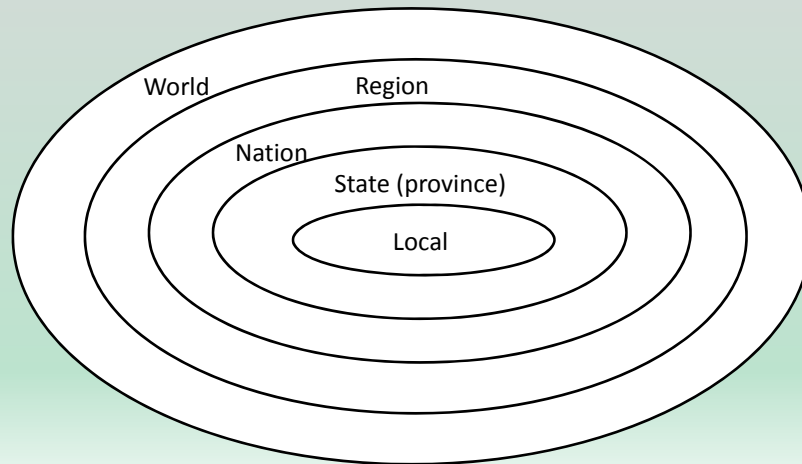
1. UNDERTAKE A SITUATION ANALYSIS



1.1 STAKEHOLDERS ANALYSIS

- At the end of the day, projects always comes down to people...
- Stakeholders are individuals or entities who are affected directly or indirectly, positively or negatively, by the project to be developed
- Stakeholder analysis is a technique to identify who is involved in a project context and then define what are their characteristics toward the future project
 - Strengths
 - Weaknesses
 - Motivations
 - Constraints
 - Expectations
 - Perceptions
 - ...

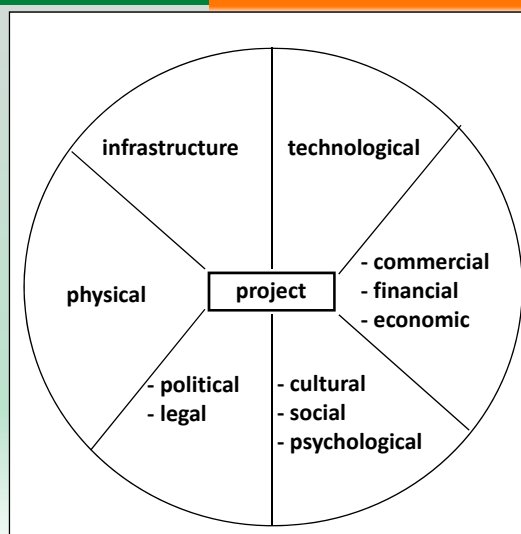
1.1 SCAN THE ENVIRONMENT GEO/POLITICALLY



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1.1 SCAN THE PROJECT ENVIRONMENT BY SECTOR



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1.1 STAKEHOLDERS ANALYSIS

• Inputs

- NGOs' workers based in the field (knowledge of the project context)
- Country Programme
- National Policies
- Development partners
- Local authorities
- Experts/Specialists in a specific sector
- The "invisible groups"
- The target group(s) voice

• Tools and techniques

- Brainstorming sessions
- Workshops and interviews
- Stakeholders Analysis Matrix
- The SWOT Analysis

• Outputs

- A comprehensive stakeholder analysis matrix integrating agreed vision of the situation of each stakeholder.



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1.1 STAKEHOLDERS ANALYSIS METHODOLOGY

1. Identify all stakeholders
2. Summarize characteristics of each stakeholder
3. Decide on the purpose and focus of the analysis
 - Motivations and constraints,
 - Strengths and weaknesses,
 - Expectations and perceptions,
 - Benefits from project results
4. Present the results of the analysis
5. Identify issues to carry forward in project design and implementation
6. Periodic review and updating



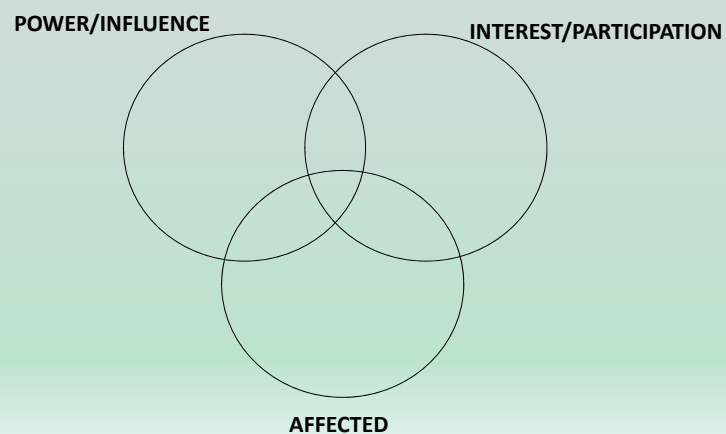
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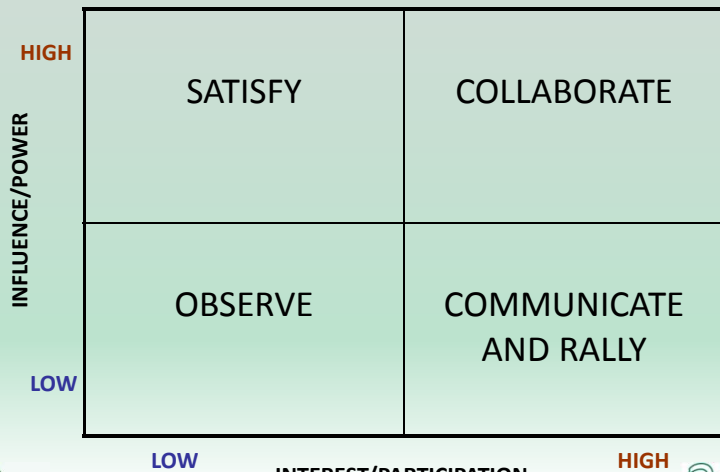
TOOLS: THE STAKEHOLDERS ANALYSIS MATRIX

Name of Stakeholder Group	Functions/ Roles or responsibilities	Stakeholder analysis		Implications for project design and for project implementation
		Motivations (+)	Constraints (-)	

VENN DIAGRAM: WHO TO INCLUDE/TO EXCLUDE?



IMPLICATIONS FOR THE PROJECT: SOME HINTS



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1.2 TARGET GROUPS ANALYSIS

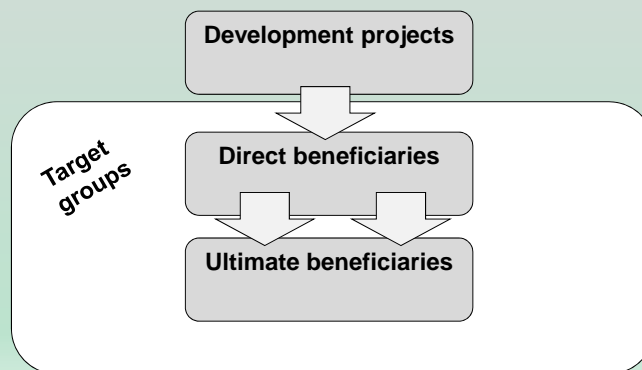
- Projects are designed and implemented to assist specific target groups, the project beneficiaries.
- To assist those specific groups of stakeholders to build their capacities, or to improve the context in which they evolve.
- Therefore a good understanding of the target groups and of the ultimate beneficiaries' context is mandatory to make sure that the right project and solutions are implemented
 - Direct target group versus ultimate beneficiaries
 - Need for disaggregation; the gender aspects
- A good identification of the target group and its context is a critical input for the problem analysis



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1.2 TARGET GROUP ANALYSIS



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1.2 TARGET GROUP ANALYSIS

• Inputs

- A consensual choice of the target groups
 - Direct target groups
 - Ultimate beneficiaries
- Target groups well disaggregated, well understood and accepted

• Tools and techniques

- Public demographic/sociologic data and information
- Focus groups with ultimate beneficiaries and practitioners.
- Interviews and observation
- Sociological studies (habits, behaviors, traditions, culture, etc.)
- Reports, textbooks and articles
- NGOs and development partners
- Capacity assessment (SWOT)

• Outputs

- Definition of who is precisely the targeted group: helps determine which strategy will work best
- Helps establish the appropriate communication channels
- Identification of the motivational and constraints elements



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TOOLS: SWOT ANALYSIS

Strengths	Weaknesses
Opportunity	Threats

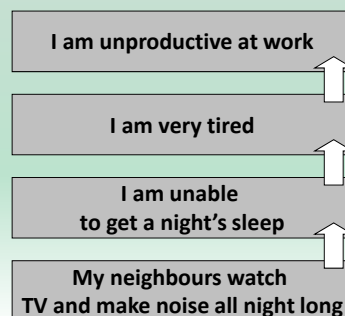


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1.3 PROBLEM ANALYSIS

- The **justification** for any action is to address a problem affecting certain group of people
- Project Designers should have a deep **understanding of the nature of the core problem through a cause and effect analysis**
- A **good project is formulated to tackle the causes** rather than the problem itself



Cause and effect links



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1.3 PROBLEM ANALYSIS

- Inputs
 - Meeting with stakeholders
 - Interview with the target population or group
 - Published reports on the problem
 - Experts/Specialists publication or investigation
 - A participatory and inclusive approach
 - A good integrator
 - Questions, curiosity and openness!
- Tools and techniques
 - Brainstorming session
 - **Problem tree analysis**
- Outputs
 - An updated and simplified “image of reality”, the problem, its causes and effects. The starting point of a good strategy!

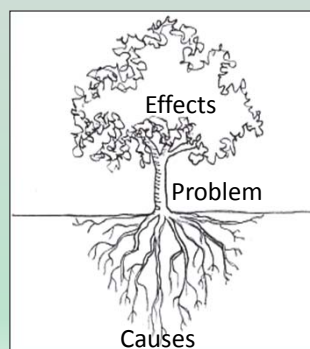


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TOOLS: PROBLEM TREE ANALYSIS

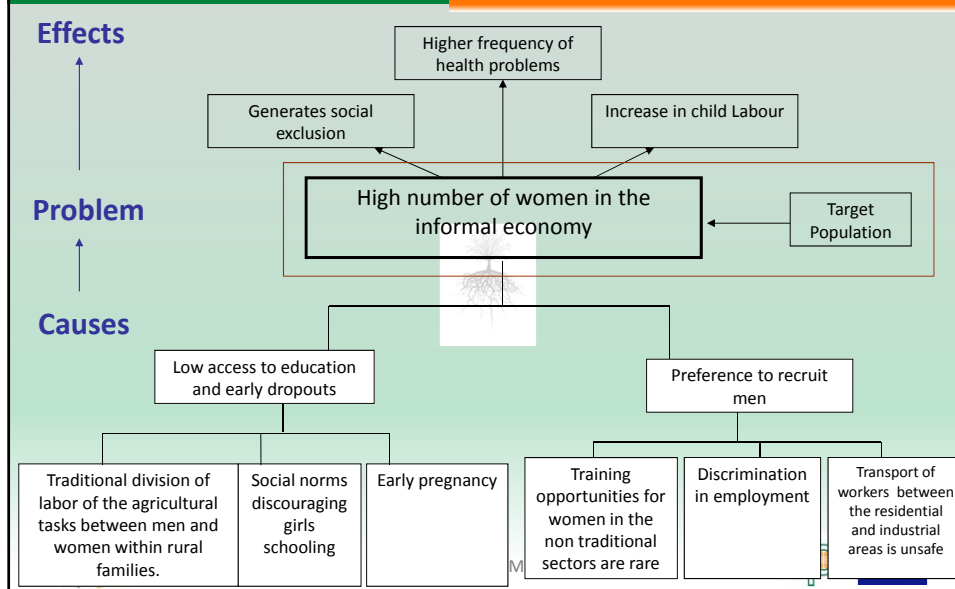
- The problem tree helps structuring the analysis of the current unsatisfied situation into cause-and-effect relations and into a hierarchy of problems expressed.
- The trunk presents the core problem the project seeks to tackle, the roots the causes and the leaves the effects generated by the core problem
- The core problem, the causes and the effects are linked with cause-and-effect relations.



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TOOLS: PROBLEM TREE ANALYSIS



HOW TO DO: A PROBLEM TREE ANALYSIS (1/2)

1. Brainstorm all problems in the situation and write each of them down. (On a card, post-it or using a mind mapping software)
2. Identify a common agreed core problem (linked to most other problems), and write a precise definition of it on a card.
3. Divide the other cards into causes and effects around the core problem; put them respectively below and above the core problem in order to create the tree. Some of the cards may also turn out to be overall constraints (move these to the side of the core problem).

HOW TO DO: A PROBLEM TREE ANALYSIS (2/2)

4. Create the tree: Try to find all cause and effect relations and move the cards accordingly. There can be more causes to one effect or more effects to one cause. This will help you to identify vicious cycle, problems feeding themselves, and then the worst causes
5. Review the result, check the logic between the elements of the tree and revise if necessary until logic is reached
6. Draw vertical links to show cause-effect relationships, and horizontal links to show joint causes and combined effects.
7. Copy the diagram on a sheet of paper or use an appropriate software to do so



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TRICKS

- Use a participatory approach
- It is important to determine whether the different groups of people perceive the problem in the same way; if not the problem should be reformulated or split.
- Do not be general but be precise in defining the elements that compose the tree. “lack of capacity...”
- Avoid problem that are the absence of a solution, (non-existing problems), like the “no something...”
- Not subjective, be factual, etc.
- Make sure all participants have the chance to express themselves during the problem tree analysis
- Acceptance by the stakeholders of the problem tree analysis will ease the project execution and bring all stakeholders working for a common objective

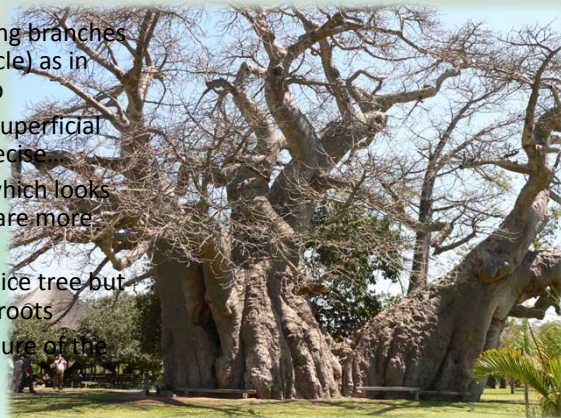


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THE TREE COULD OFTEN LOOK LIKE A BAOBAB!

- Cross-cutting branches (Vicious cycle) as in the baobab
- Too wide, superficial and not precise...
- Big trunk which looks as if there are more than one...
- A big and nice tree but with small roots
- A clear picture of the reality?



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1.4 INSTITUTIONAL MAPPING

- The institutional map provides an analysis of the different stakeholders which focuses on the relationships between the key stakeholders that will participate in the project implementation.
- The socio-cultural and political contexts of certain projects require managers to undertake an assessment of the relationship between the existing institutions in order to understand the interfaces.



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1.4 INSTITUTIONAL ANALYSIS

- Inputs

- Stakeholder analysis
- Target group analysis
- Problem analysis

- Tools and techniques

- Institutional Map, Force Field Analysis, etc.

- Outputs

- A institutional map which presents the relationships between the key stakeholders.



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HOW TO DO AN INSTITUTIONAL ANALYSIS?

- **Step 1:** Identify the main types of organizations involved and regroup them if necessary
- **Step 2:** Specify the relationships between the key organizations
- **Step 3:** Disaggregate the target population
- **Step 4:** Identify the role of sector partners and potential partnerships
- **Step 5:** Include any other relevant stakeholders that can contribute to the project outcomes



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INSTITUTIONAL MAPPING

- In many cases inadequate institutional relationships are part of the root causes of the problem
- Helps identify obstacles and opportunities.
- Helps identify the context of decision making, as well as the bottlenecks and opportunities for collaboration among stakeholders.
- Helps identify stakeholders' needs in terms of capacity building
- Allows to identify the most adequate institutional support strategy on which the project should be based
- Do not forget the informal structures!
 - Power, authority relationships, communication channels, access to key information, informal arrangements, cultural organisational behaviour, etc...



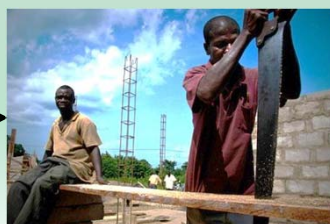
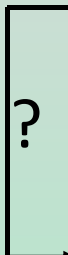
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PROJECT IDENTIFICATION - OBJECTIVE SETTING

Project Design

- Undertake a situation analysis
- **Objective setting and alternatives analysis**
- Project formulation
- Project planning and Budgeting



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PROJECT DESIGN PROCESSES



Current situation

1. Undertake a Situation Analysis

Stakeholder Analysis
Target Groups Analysis
Problem Analysis
Institutional Analysis



Situation analyzed



2. Objectives setting and Alternatives Analysis

Identification of options
Identification of constraints
Evaluation of the different options
Selection of the best project strategy



Project Identified



Satisfying situation

3. Project formulating

Setting project objective
Build the project results-chain
Design the project Log frame



Project Formulated



To project planning process

OBJECTIVES SETTING AND ALTERNATIVES ANALYSIS

This step involves selecting a strategy to address the problem. The strategy depends on the nature of the problem, the comparative advantage of your organization and the wider context. The technical specialists inputs is at this stage really important. Together, managers and specialists strategize!



OBJECTIVES SETTING AND ALTERNATIVES ANALYSIS

• Inputs

- Situation Analysis
 - Stakeholder analysis
 - Target Group Analysis
 - Institutional
 - Problem
- Experiences in similar context/Past projects
- Lessons learned from other interventions
- Programme/Sector Priorities
- Constraints
- An open mind!
- The Specialists!

• Tools and techniques

- Objective tree
- Alternatives Analysis
- Multi criteria Analysis

• Outputs

- The results-chain
 - The immediate objective (Project outcome)
 - The development objective of the project (Impacts)
 - The project outputs
 - The project activities



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ALTERNATIVE ANALYSIS

- Often the design team will instinctively and quickly arrive at an obvious strategy. However, it is still useful to consider alternatives and to document the analysis, since once a particular strategy has been agreed as the alternatives tend to be forgotten.
- To be documented in order not to be forgotten...
- A rationale for the selection of the strategy
- An input of the project evaluation stage



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ALTERNATIVE ANALYSIS

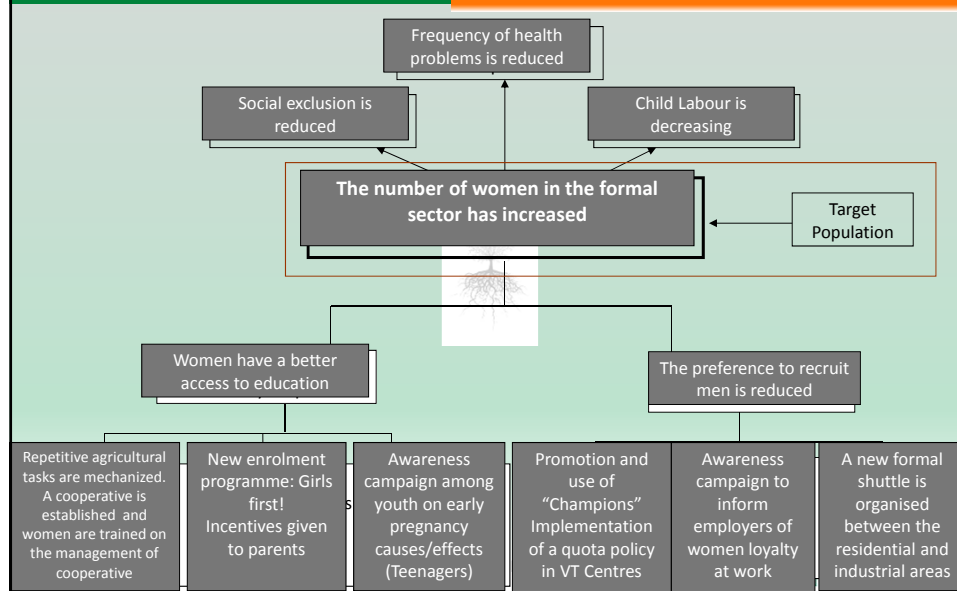
- Reformulate the problem tree into positive statements and identification of the project strategy, the objective tree.
- Incorporate any other additional positive situations
- Revision of quality and logical consistence
- Identify different alternative strategies
- Evaluate them according to context constraints and criteria



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TOOLS: OBJECTIVE TREE ANALYSIS, THE DESIRED FUTURE



TOOLS: MULTICRITERIA ANALYSIS (EXAMPLE)

Criteria	Weight	Option 1	Option 2
Contribution to the higher objectives.	20 points		
Direct-advantages for the target group	10 points		
Complementarity with other project part of the DCWP. Anchored in the national development strategy	10 points		
Investment Cost to realize the project strategy	10 points		
Sustainability of the intervention	20 points		
Contribution in term of capacity-building or institutional development	5 points		
Institutional feasibility	20 points		
Promotion on gender equality	5 points		
TOTAL SCORE	100 points		

SAMPLE OF CRITERIA

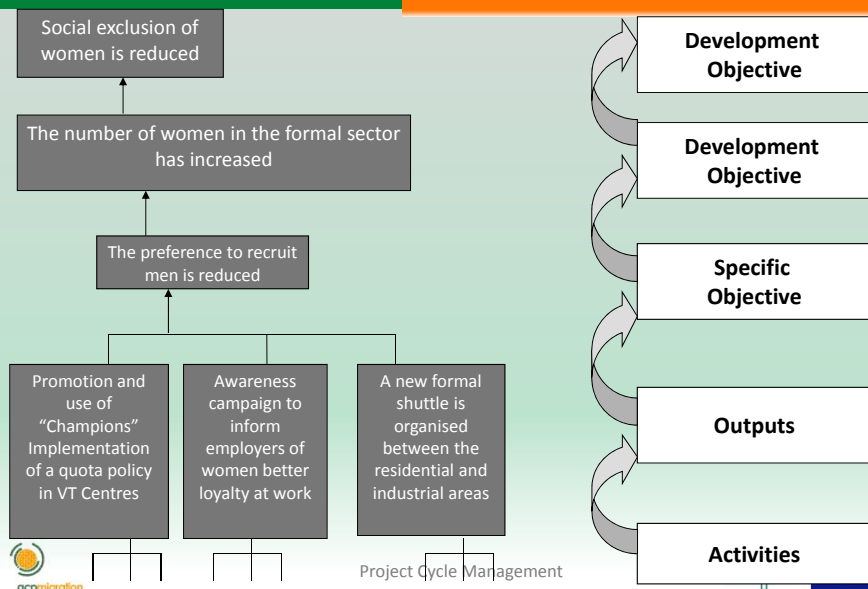
- Priorities of beneficiaries
- Expertise and experience of implementing organization
- Duration of implementation
- Urgency
- Contribution to overall objectives
- Inter-linkages between clusters
- Positive/negative side-effects
- Sustainability
- Fit with mandate of implementing organization
- Donor policy
- Fit with mandate of government authorities, sector policies
- Contributions of different stakeholders
- Available human resources, institutional capacity
- Available budget
- Shift in power relations
- Gender and social diversity aspects
- Likelihood of success
- ...



Project Cycle Management



OUTPUT: PROJECT RESULTS-CHAIN (RBM) / PROJECT STRATEGY



OBJECTIVES: DEFINITION & KEY FEATURES

Changes in performance, in behaviours, etc...

- Number of objectives ***depends*** on challenges, resources and comparative advantages of the implementing organisation
- However it is recommended to have only one clear project specific objective to keep the project aiming in one direction
- Produced by the combined effects of the contributing outputs
- Reflect a choice about strategy or policy
- Use the past participle tense when writing the objectives.
 - The number of women in the formal sector has increased
 - The preference to recruit men is reduced



Project Cycle Management



OUTPUTS: DEFINITION & KEY FEATURES

Outputs are concrete deliverables

- Operational changes: new skills or abilities, the availability of new products and services
- Must be achieved within the programme period
- Managers have a high degree of control
 - *If the result is mostly beyond the control or influence of the project, it cannot be an output*
- Failure to deliver is failure of the project
- Unless under a joint project, outputs are NOT collective results
- Should be presented as a “**product**”:
 - The XYZ system has improved (sounds like an objective)
 - A new XYZ system has been installed and put in operations (sounds like a product, an output)



Project Cycle Management



ACTIVITES IN THE RESULTS-CHAIN

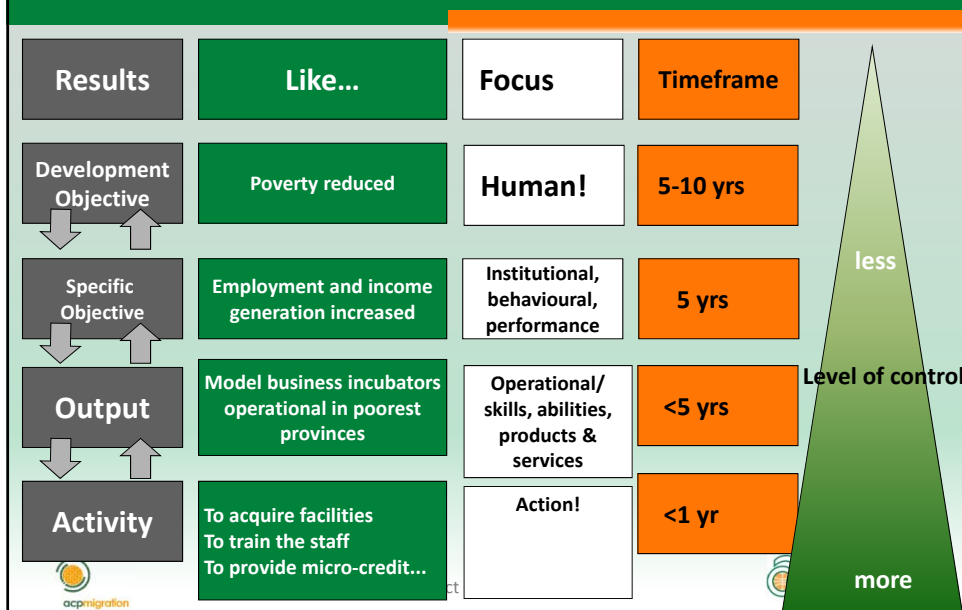
- Activities: Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs
- Use the infinitive for the activities
To prepare the PCM manual...
To train the staff in PCM...
To procure and install a M&E database...



Project Cycle Management



THE RESULTS-CHAIN: FOCUS AND TIME





Project Cycle Management



SECTION IV

Project Formulation Phase: The Logical Framework Matrix



PROJECT FORMULATION - THE LOGICAL FRAMEWORK

Project Design

- Undertake a situation analysis
- Objective setting and alternatives analysis
- **Project formulation**
- Project planning and Budgeting



Project Cycle Management



PROJECT DESIGN PROCESSES



Current situation

1. Undertake a Situation Analysis

Stakeholder Analysis
Target Groups Analysis
Problem Analysis
Institutional Analysis



Situation analyzed



2. Objectives setting and Alternatives Analysis

Identification of options
Identification of constraints
Evaluation of the different options
Selection of the best project strategy



Project Identified



Satisfying situation

3. Project formulating

Setting project objective
Build the project results-chain
Design the project Log frame



Project Formulated



To project planning process

THE “STANDARD” LOGFRAME MATRIX

Column 1: Results-Chain	Column 2: Indicators	Column 3: Means of verification	Column 4: Critical Assumptions
Development objective/impact			
Immediate objective/project outcome			
Outputs			
Activities	Inputs	Budget	Starting conditions



Project Cycle Management



THE LOGICAL FRAMEWORK

• Inputs

- Results-chain from the alternative analysis
- Situation analysis
- Experiences in the context/Past
- Lessons learned from other interventions
- Programme/Sector Priorities and indicators
- Available data in the context of the project
- Consultation and validation meetings with the stakeholders

• Tools and techniques

- The Logical Framework Matrix

• Outputs

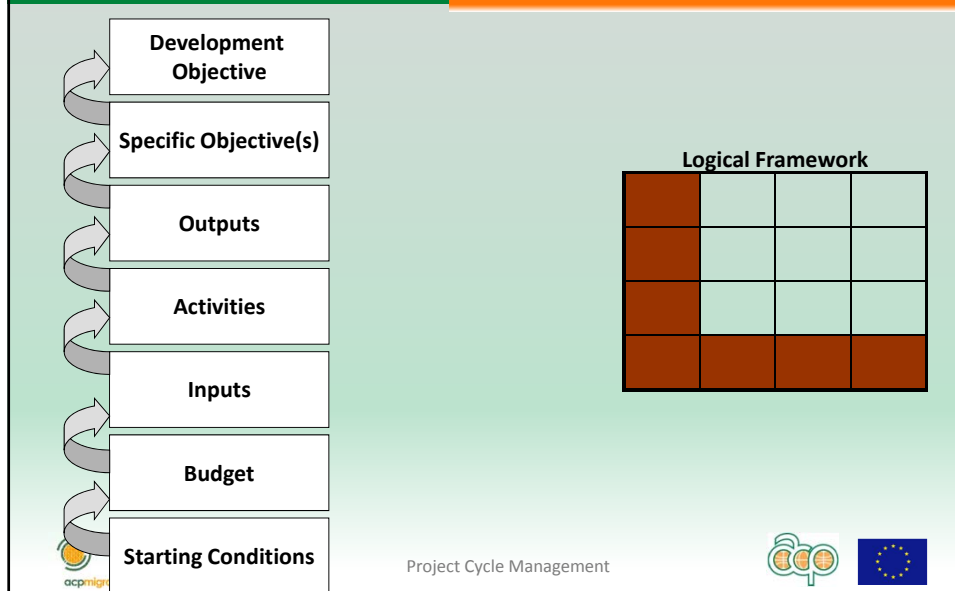
- A project formulated in a logical manner with performance indicators and their means of verification that will be used to monitor project progress and with the identification of the key assumptions that are the required contextual conditions to implement the project



Project Cycle Management

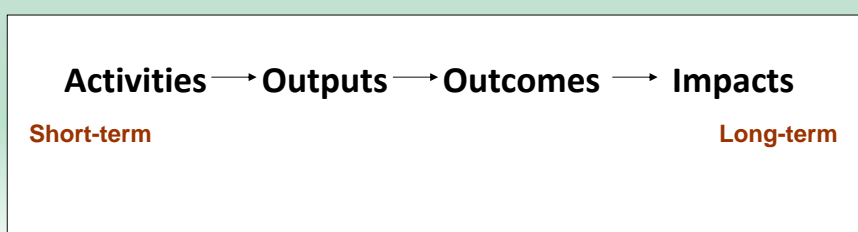


RESULTS-CHAIN, LOGFRAME FIRST COLUMN



RESULTS-CHAIN

Results chains describe the sequence, and the nature of links between, activities, completed activities, and near-term (outputs), mid-term (outcomes) and long-term (impact) results.



Project Cycle Management



READING THE LOGICAL FRAMEWORK

Column 1: Project Structure	Column 2: Indicators	Column 3: Means of verification	Column 4: Critical Assumptions
Development objective/impact	Long term impact indicators	Sources of information for the identified indicators	Development conditions
Immediate objective/project outcome	End of project outcome indicators	Sources of information for the identified indicators	Implementation assumptions
Outputs	Output indicators	Sources of information for the identified indicators	Management assumptions
Activities	Inputs	Budget	Starting conditions



Project Cycle Management



CRITICAL ASSUMPTIONS

- Assumptions
 - The act of taking something for granted, or something taken for granted!
- Critical
 - Urgently needed; absolutely necessary
- External and out-of-control
- Risks versus assumptions
 - Negative versus positive expressions
- The logframe = Contract
 - The critical assumptions are like a *force majeure* provision
- All things being equal! This project should be a success!

Logical Framework



Project Cycle Management



CRITICAL ASSUMPTIONS

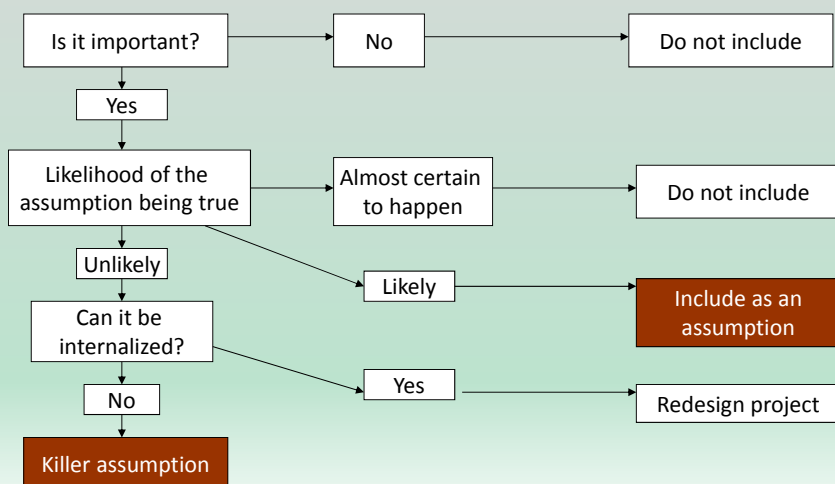
Column 1: Project Structure	Column 2: Indicators	Column 3: Means of verification	Column 4: Critical assumptions
Development objective/impact			Development assumptions
Immediate objective/project outcome			Implementation assumptions
Outputs			Management assumptions
Activities			Starting conditions



Critical assumptions
Project Cycle Management



TESTING ASSUMPTIONS

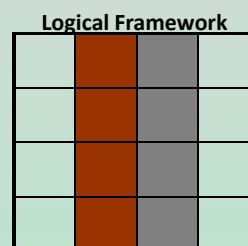


Project Cycle Management



INDICATORS

- Indicators are **signposts of change** along the path to development.
- Indicators help to:
 - Measure progress and achievements;
 - Clarify consistency between activities, outputs, outcomes and goals;
 - Ensure legitimacy and accountability to all stakeholders by demonstrating progress;
 - Assess project team performance.
- Indicators are used throughout the project cycle
- It is better to have few simple and good indicators that answer the good questions then...



Project Cycle Management



TYPICAL COMPOSITION OF AN INDICATOR

- **Variable** (Ex: coverage by health micro-insurance) with Reference group/beneficiaries (Families)
- **Target**
 - Time (in 2015)
 - Reference value: (75%)
 - Place: Nation-wide (Genobia)

Example: **75% of families in Genobia are covered by a health micro-insurance by 2015**



Project Cycle Management



EXAMPLES: PERFORMANCE INDICATORS

- Frequency of accidents in textile manufactures in Port-aux-Princes has been reduced by 75 %, January 2015
- The ratio of male/female in country wide school enrolment has reached 95, March 2016
- 115 cattle farmers from 5 villages (x,z,y ...) are trained and certified in animal husbandry and in livestock marketing, July 2014
- A cooperative of cashew farmers is legally constituted in Bissau, January 2015
- 75% of the parliamentarians believe that the use of migrant workers is a good way to develop the country, December 2013
- A startup package for young entrepreneurs in Swahili is disseminated to at least 1 000 qualified but unemployed youth by June 2013
- The level of understanding among government officials of the positive and negative long term economic impact of migrants' remittances is high, June 2013



Project Cycle Management



EXPRESSION OF INDICATORS

- Qualitative
 - Existence: Yes or No
 - A cooperative of cashew farmers is legally constituted in Bissau, January 2015
 - Category: «high», «medium» or «low»
 - The level of understanding among government officials of the positive and negative long term economic impact of migrants' remittances is high, June 2013
- Quantitative
 - Number: (1, 20 or 5000)
 - 115 cattle farmers from 5 villages (x,z,y ...) are trained and certified in animal husbandry and in livestock marketing, July 2014
 - A startup package for young entrepreneurs in Swahili is disseminated to at least 1 000 qualified but unemployed youth by June 2013
 - Percentage:
 - Frequency of accidents in textile manufactures in Port-aux-Princes has been reduced by 75 %, January 2015
 - Ratio:
 - The ratio of male/female in country wide school enrolment has reached 95, March 2016
- Combining: Qualitative-Quantitative:
 - 75% of the parliamentarians believe that the use of migrant workers is a good way to develop the country, December 2013



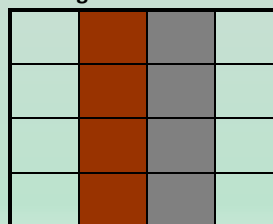
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TYPE OF INDICATORS

- Impact indicators
 - National development situation, MDGs
 - The macro baseline, the country's portrait
 - Long term results
 - From far away, the project indirectly contributes to them
- Outcome indicators (objectives)
 - Project development and immediate objective
 - Project context baseline
 - Mid term results
 - The Project contributes directly to them
- Output indicators
 - Project outputs level of achievement
 - Project context baseline
 - Short term tangible results
 - The Project produces them
- Operational indicators (Not in the logframe)
 - Project activity level
 - Project management baseline
 - Very short term
 - Project earned value indicators: time, cost and quality

Logical Framework



Project Cycle Management



INDICATORS MARK CHANGES

Thinking of indicators in terms of changes may help you choose and define good indicators

- The presence of something
- The type/level of access
- The level of use
- The extent of an activity or coverage
- The relevance
- The quality
- The effort required
- Etc.



Project Cycle Management



INDICATORS

OVI (Objectively Verifiable Indicators) specify how the achievement of the project's objectives will be measured and verified. They provide the basis for monitoring project progress (delivery of outputs) and evaluating the achievement of outcomes.

There are no absolute principles as to what constitutes a good indicator, however the acronym SMART is an important reminder of the what to keep in mind.

- Specific
- Measurable
- Attainable
- Relevant
- Time-bound



Project Cycle Management



SMART INDICATOR

→ Field : Capacity building in livestock management and marketing

Output: Cattle farmers are trained and Certified

Specific: Cattle farmers from 5 villages (x,z,y ...) are trained and certified in animal husbandry and in livestock marketing

Measurable: 115 Cattle farmers from 5 villages (x,z,y ...) are trained and certified in animal husbandry and in livestock marketing

Achievable: ~~500~~ 115 Cattle farmers from 5 villages (x,z,y ...) are trained and certified in animal husbandry and in livestock marketing

Relevant: 115 Cattle farmers from 5 villages (x,z,y ...) are trained and certified in animal husbandry and in livestock marketing

Time-bound (Baseline): 115 Cattle farmers from 5 villages (x,z,y ...) are trained and certified in animal husbandry and in livestock marketing by July 2014



Project Cycle Management



MEANS OF VERIFICATION: DATA COLLECTION

- Indicators should be selected **because they are relevant to the results** being monitored, and not simply because they are easy to track. Nevertheless, results must also be trackable...
- Sources of information
 - Project processes
 - Management processes
 - National Statistics
 - Administrative records
 - Statistical surveys
 - Awareness/Attitude questionnaires
 - Expert panels, trained observers;
 - Focus groups and key informants interviews
- Proxy indicators

Logical Framework



Project Cycle Management



IMPORTANCE OF HAVING A BASELINE



Today
Project start

Baseline

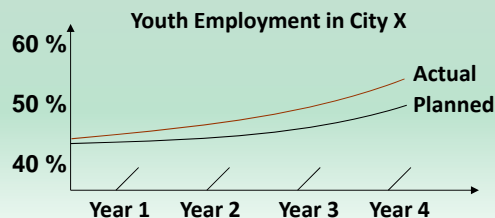
Progress (0-4)

Indicators



Tomorrow
Project end

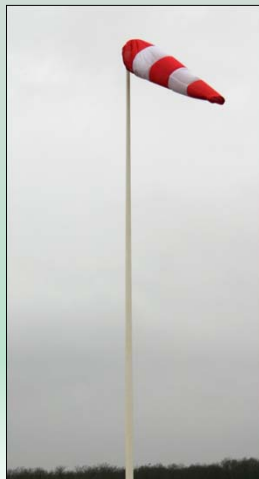
Expected results



Project Cycle Management



UNFORTUNATELY INDICATORS ONLY...



Project Cycle Management



BUILDING THE LOGICAL FRAMEWORK

1. Define the immediate objective / project outcome
2. Define the development objective / expected impact
3. Define the outputs
4. Identify the necessary activities required to produce the outputs
5. Verify the vertical logic (Results-Chain)
6. Define the development and implementation assumptions
7. Verify the diagonal logic
8. Define indicators and means of verification
9. Verify the horizontal logic
10. Test and revise the project logic



Project Cycle Management



SECTION V

Structuring the Project Organisation



STRUCTURING THE PROJECT ORGANIZATION

- Alternative Organizational Structures
- Project Management Unit



Project Cycle Management



INSTRUCTIONAL OBJECTIVES

1. Characterize functional, project, and matrix (weak, balanced and strong matrix) organizational structures
2. Identify the strengths and weaknesses of each and describe their implications for project management
3. Identify criteria useful in choosing which organizational structure is most appropriate



Project Cycle Management



INSTRUCTIONAL OBJECTIVES (CONT.)

4. Understand what is required to be a successful project manager in a matrix structure
5. Describe the role and responsibilities of a project manager in a matrix
6. Define the following terms: Power, Authority, Influence

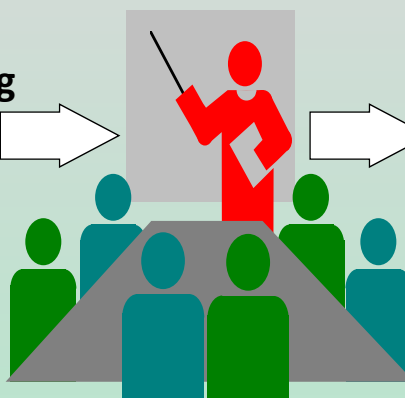
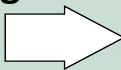


Project Cycle Management

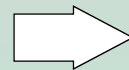


ORGANIZATION IS:

**Structuring
People**



**To Accomplish
Objectives**



Project Cycle Management



CLASSIC MANAGEMENT THEORY—FAYOL

- Division of Labor
 - Specialization
 - Functional processes
 - Line vs. staff
- Scalar Processes
 - Hierarchical structure
 - Chain of command
 - Unity of control
 - Authority and responsibility
 - Span of control



Project Cycle Management



CLASSIC MANAGEMENT THEORY—FAYOL (CONT.)

- Organizational Structure
 - Around objectives and activities, not individuals
 - Table of organization (chart)
 - Written position description



Project Cycle Management



CLASSIC MANAGEMENT THEORY—FAYOL (CONT.)

- Bureaucratic
 - Hierarchical
 - Repetitive
 - Standardized
 - Formalized
- Organic
 - Organized as a system of related parts
 - Interactive
 - Dynamic
 - Innovative



Project Cycle Management



THREE ORGANIZATIONAL STRUCTURES

- Functional Organization
- Projectized Organization
- Matrix Organization



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ORGANIZATIONAL NUCLEI

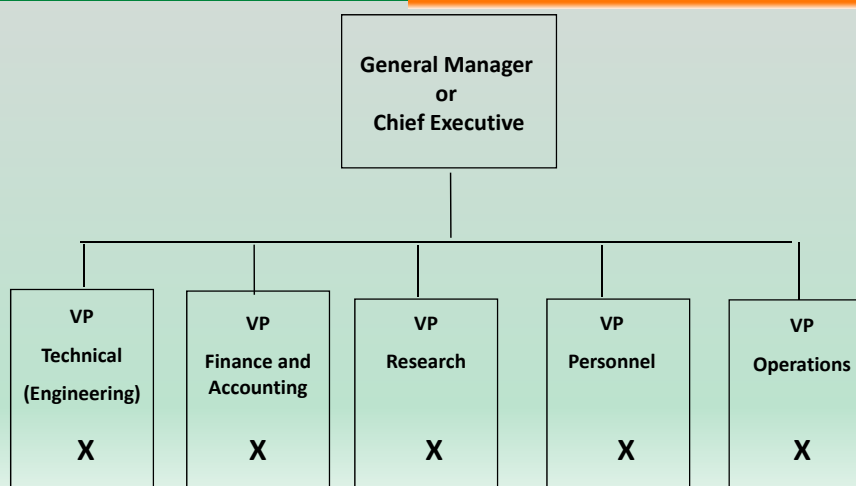
- Products
- Technology
- Function
- Discipline
- Customer
- Geography
- Process



Project Cycle Management



FUNCTIONAL ORGANIZATION CHART



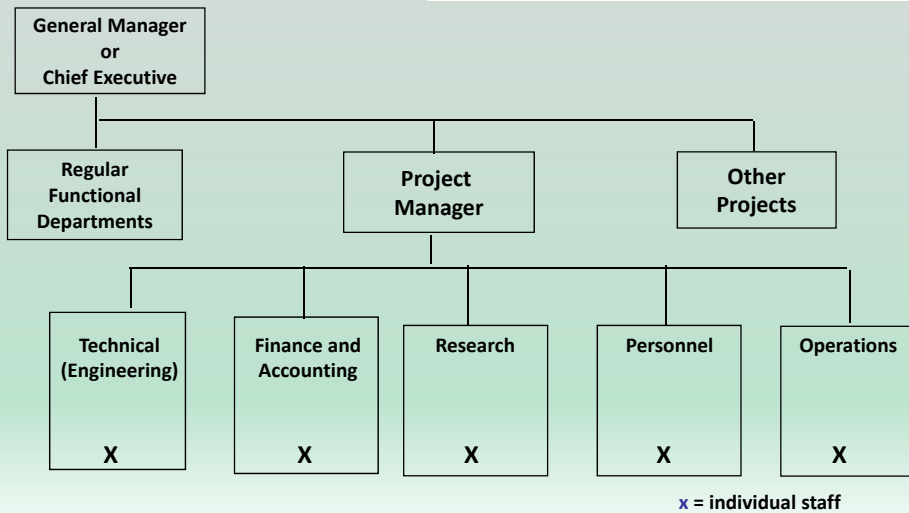
X = individual staff



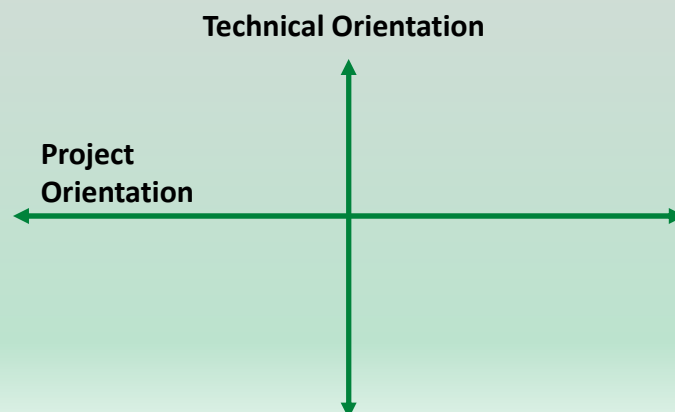
Project Cycle Management



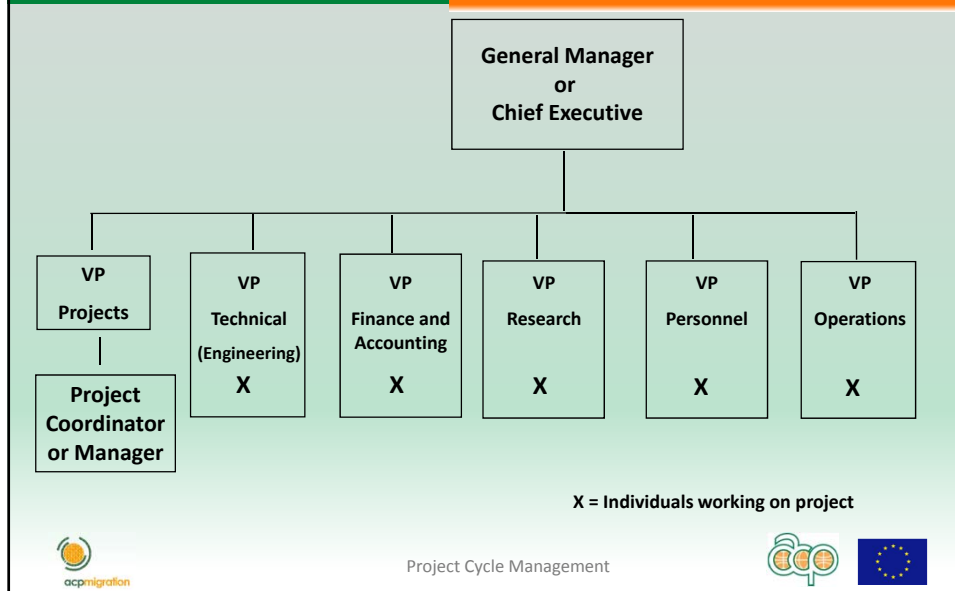
PROJECTIZED ORGANIZATION CHART



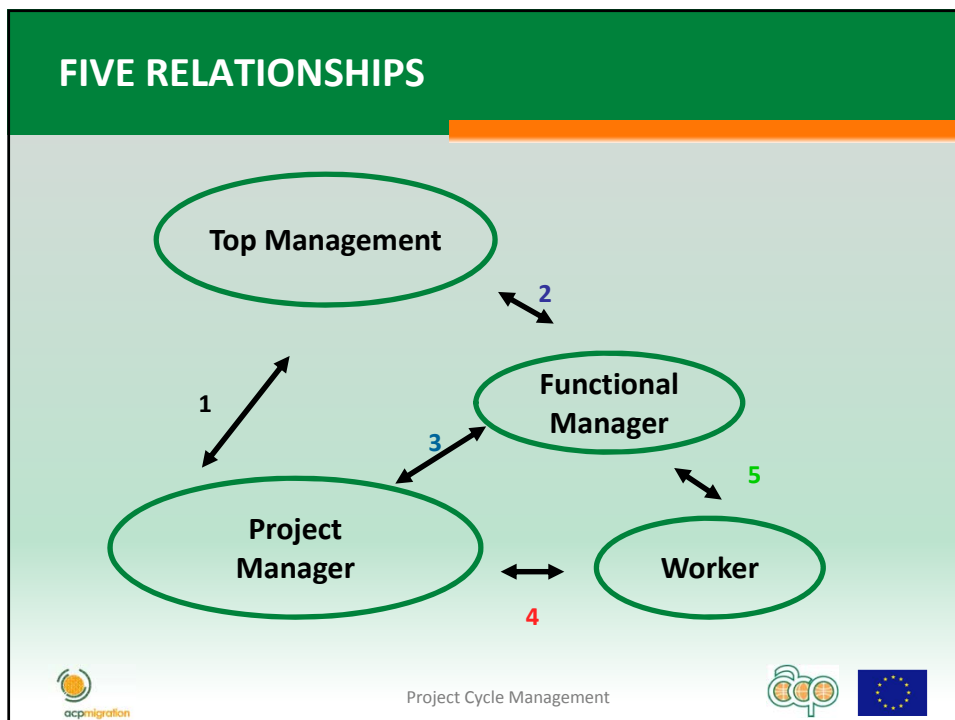
A UNI-DIMENSIONAL STRUCTURE IN A MULTI-DIMENSIONAL WORLD



THE MATRIX ORGANIZATION CHART



FIVE RELATIONSHIPS



CRITERIA FOR ORGANIZATION DESIGN DECISIONS

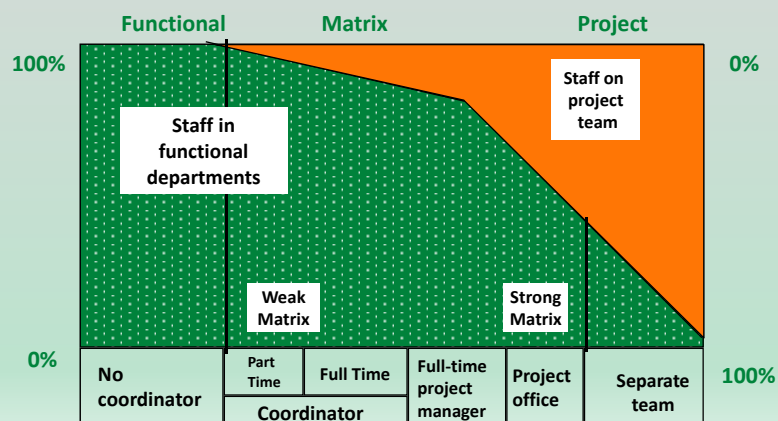
	<i>Favors Functional Structure</i>	<i>Favors Matrix Structure</i>	<i>Favors Project Structure</i>
Uncertainty	Low	High	High
Technology	Standard	Complicated	New
Complexity	Low	Medium	High
Duration	Short	Medium	Long
Size	Small	Medium	Large
Importance	Low	Medium	High
Customer	Diverse	Medium	One
Interdependency (within)	Low	Medium	High
Interdependency (between)	High	Medium	Low
Time criticality	Low	Medium	High
Resource criticality	Depends	Depends	Depends
Differentiation	Low	High	Medium



Project Cycle Management



ORGANIZATIONAL CONTINUUM



Project Cycle Management



ORGANIZATIONAL STRUCTURE INFLUENCES ON PROJECTS

Organization Type Project Characteristics	<i>Functional</i>	<i>Matrix</i>			<i>Projectized</i>
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	—	Limited	Low to Moderate	Moderate to High	High to Almost Total
Percent of Project Personnel Assigned Full-time to Project Work	—	0-25%	25-50 %	50-85%	85-100%
Project Manager's Role	—	Part-Time	Full-Time	Full-Time	Full-Time
Common Titles for Project Manger's Role	—	Project Manager/ Project Officer	Project Manager/ Project Coordinator	Project Manager	Project Manager
Project Management Administrative Staff	Part-time	—	Part-Time	Full-Time	Full-time

Reference: Adapted from Project Management Body of Knowledge, Project Management Institute, 1996.
Project Cycle Management



PROJECT MANAGEMENT UNIT: THEIR FUNCTIONS

- Management functions:
 - Project Integration Management
 - Project Scope Management
 - Project Time Management
 - Project Cost Management
 - Project Quality Management
 - Project Human Resource Management
 - Project Communications Management
 - Project Risk Management
 - Project Procurement Management



Project Cycle Management



SECTION VI

Project Planning and Budgeting

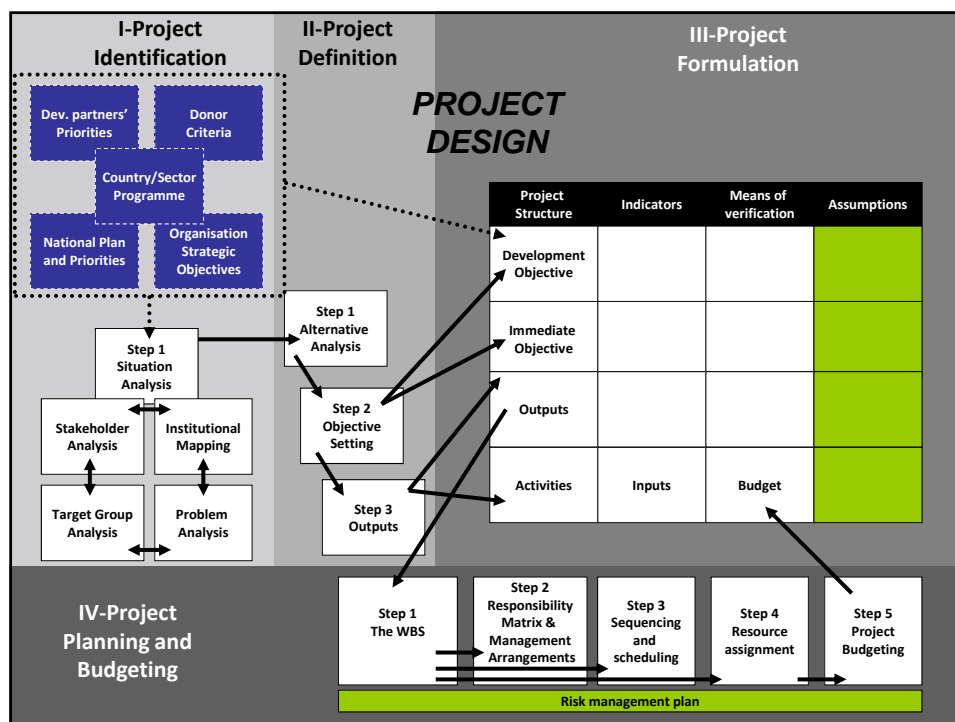


PROJECT PLANNING AND BUDGETING

- Project Design
 - Undertake a situation Analysis
 - Objectives setting and alternatives analysis
 - Project formulation
 - **Project planning and Budgeting**



Project Cycle Management



PROJECT PLANNING AND BUDGETING

- Strategic project planning
- Tactical project planning
- Operational project planning

When will we do it?

Who will do it?

What do we do?"

What do we do on a daily basis?"

"How do we excel?"

How will we do it?

"For whom do we do it?"

How much will it cost?

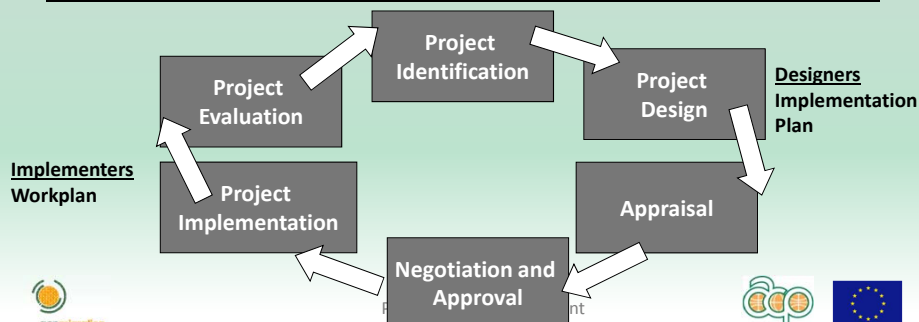


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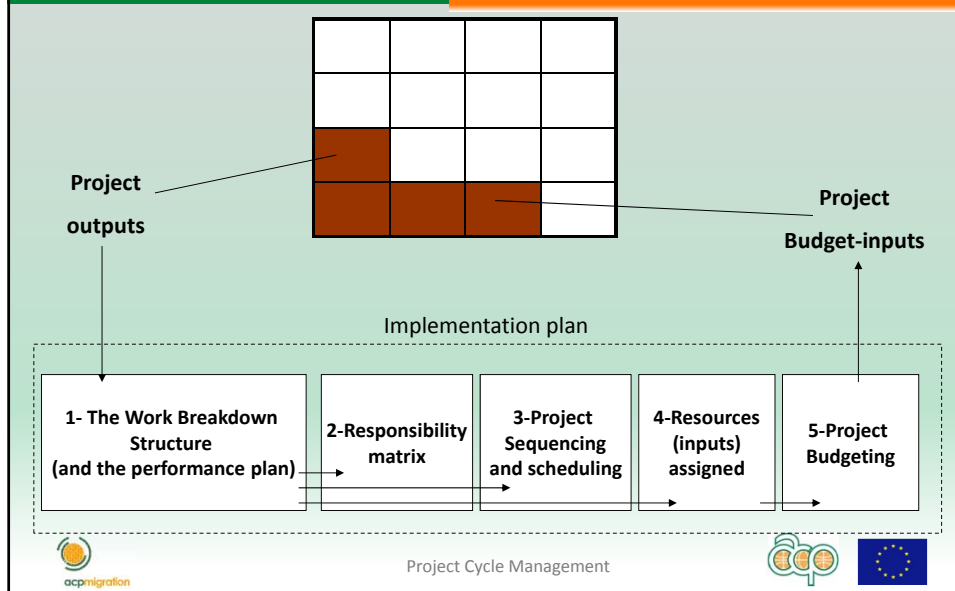


IMPLEMENTATION PLAN VS. WORK PLAN

Implementation Plan	Work plan
The whole project implementation phase is included in the plan	Only one period (year) of the implementation phase is included
Details of activity: work package-activities	Details of activity: work package-activities-tasks
Prepared during the design stage	Prepared during the implementation stage (First during the inception phase and updated at each reporting period)



PREPARING A PLAN AND BUDGET



THE POWER OF THE WBS

1- The Work Breakdown Structure
(and the performance plan)

In planning a project, it is normal to find oneself momentarily overwhelmed and confused, when one begins to grasp the details and scope of even a modest size project.

This results from one person trying to understand the details of work that will be performed by a number of people over a period of time.

The way to get beyond being overwhelmed and confused is to break the project into pieces, organize the pieces in a logical way using a WBS, and then get help from the rest of your project team.



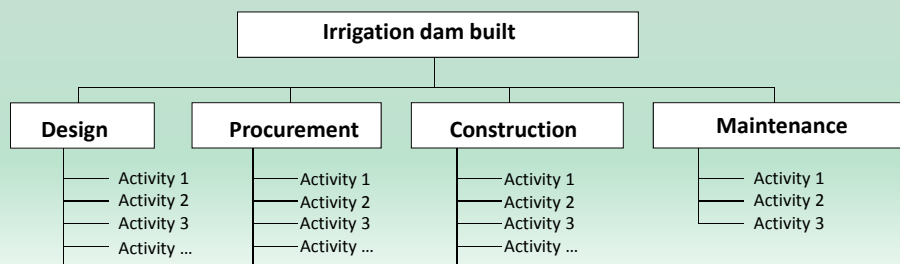
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1-WORKBREAKDOWN STRUCTURE

1- The Work Breakdown Structure
(and the performance plan)

- The works breakdown structure (WBS) sets out the activities, sub-activities and tasks required to achieve each output/sub-output
- The chosen activities should be both necessary and sufficient to achieve the outputs



Project Cycle Management



1-WBS AS A BOOK INDEX

1- The Work Breakdown Structure
(and the performance plan)

WBS Output/Activities

Output	Activity
1. Officers of the social security institute trained in prevention of labour hazards	1.1 Hire experts in prevention of labour hazards
	1.2 Establish working team with the Security Institute to develop a training programme
	1.3 Invite participants and deliver the training
2. Decree for the creation of the National Employment Council elaborated	2.1 Revise and document good practices on tripartite working instances
	2.2 Organize a tripartite workshop to agree on the formation of the National Employment Council (NEC)
	2.3 Advise the Ministry of Labour on the elaboration of a proposal for the NEC
	2.4 Organize a high level tripartite meeting to validate and approve the proposal for the constitution of the NEC

acpmigration

Project Cycle Management



THE WBS DESIGN PRINCIPLES

1- The Work Breakdown Structure
(and the performance plan)

- 100 % rule
- Mutually exclusive elements
- Plan outcomes, not actions
- Level of detail: the 80 hours rule
- Codification

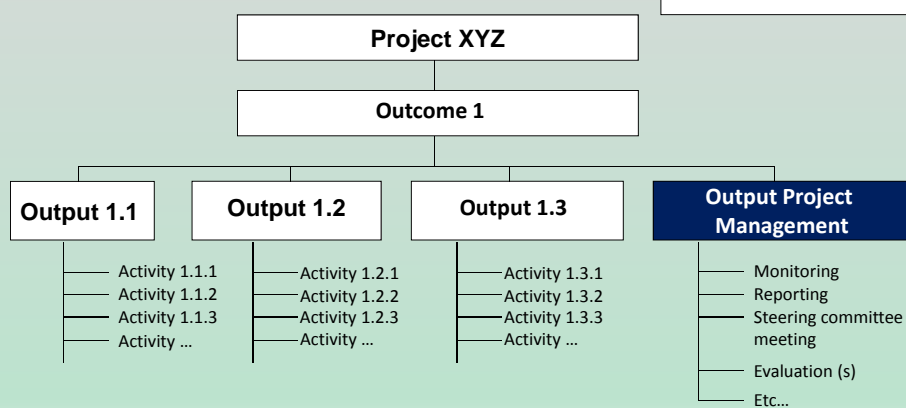


Project Cycle Management



100% RULE: THE PROJECT MANAGEMENT OUTPUT

1- The Work Breakdown Structure
(and the performance plan)



Project Cycle Management



2-RESPONSIBILITY MATRIX

2-Responsibility matrix

- Who is responsible for each output
- Multiple organizations
- Individual or organization?
- Small is beautiful!

22 responsables

1 responsable

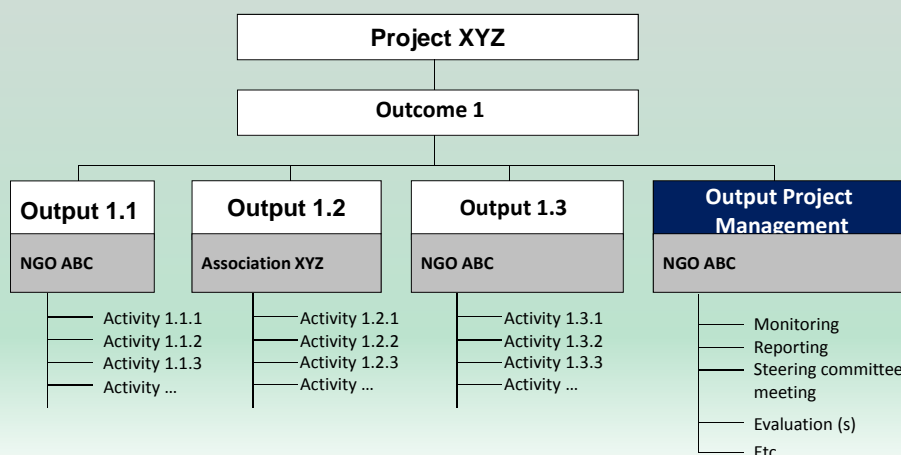


Project Cycle Management



RESPONSIBILITIES AND WBS IN A JOINT ACTION

2-Responsibility matrix



Project Cycle Management



3-PROJECT SEQUENCING AND SCHEDULING

3-Project Sequencing and scheduling

- Time is an important aspect of any project
- Activity sequencing involves identifying the logical relationships among schedule activities
- Activity scheduling involves estimating the duration of each activities and integrating them in a project schedule (calendar)
- For project sequencing and scheduling the **Gantt Chart approach** is recommended!



Project Cycle Management



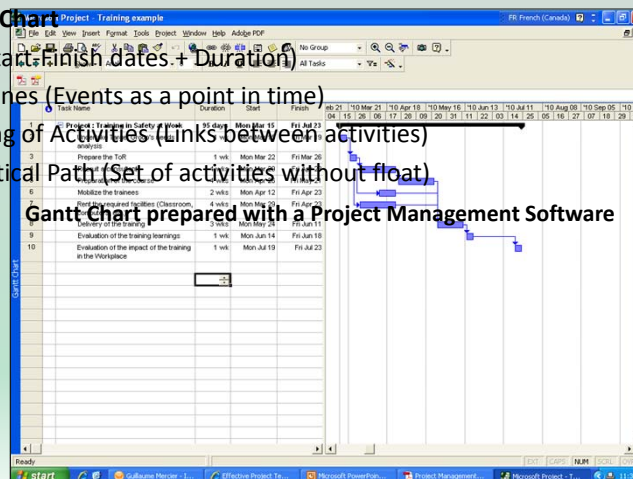
3-PROJECT SEQUENCING AND SCHEDULING

3-Project Sequencing and scheduling

The Gantt Chart

- Bars (Start, Finish dates, + Duration)
- Milestones (Events as a point in time)
- Ordering of Activities (Links between activities)
- The Critical Path (Set of activities without float)

Gantt Chart prepared with a Project Management Software



Project Cycle Management



3-PROJECT SEQUENCING AND SCHEDULING

3-Project Sequencing and scheduling

A sequence of steps to prepare a schedule for each output is: (If not using a project management software)

1. Use the WBS and decide on the level of detail required (activity or task). This may be different from the level of detail used to prepare the responsibility matrix (output).
2. Identify the sequence in which the tasks should be performed. Rearrange the order (rows) of the work breakdown structure to reflect the sequence.
3. Decide the unit in which time will be measured, such as years, seasons, quarters, months, weeks or days.
4. Prepare the format of the schedule. The work breakdown structure is presented on the left-hand column and the time scale is presented on the top row.
5. Estimate how much time is likely to elapse for the performance of the activity in question. Identify any other fixed points that must start after a particular date or before another activity.
6. Prepare the schedule using bars and milestones.
7. Verify the feasibility of the schedule. Make revisions to the bars and milestones as well as the work breakdown structure as you proceed.



Project Cycle Management



4-PROJECT INPUTS (RESOURCES)

3-Project Sequencing and scheduling

- Estimating schedule activity resources involves determining what resources (persons, equipment, or material) and what quantities of each resource will be used, and when each resource will be available.
 - International or National Staff: private sector recruited, government recruited, suppliers of special services, consultants and experts.
 - Physical facilities, basic office premises, equipment and materials, office services, sub-contracting supplies, fellowships, training materials, etc.
- Multiple-sourced resources
 - A Financial Breakdown Structure should complement the WBS



Project Cycle Management



4-PROJECT INPUTS (METHODOLOGY)

3-Project
Sequencing
and scheduling

- A procurement Plan
 - Step 1: List resource requirements
 - Step 2: Allocate resources to categories
 - Step 3: Allocate resources to funding source
- Staff: Resources Category and Recruitment Process
- Others: Procurement Process

WBS Output/activities			Resources required					
Output	Act.	Tasks	Personnel			Equipment	Material	Services
			Type 1	Type 2	Type 3			
1	1.1	1.1.1						
		1.1.2						
		1.1.3						
	1.2	1.2.1						
		1.2.2						

4-PROJECT INPUTS: HUMAN RESOURCES ASSIGNMENT

3-Project
Sequencing
and scheduling

- Who is in charge of what?
- Update of the WBS at task level

E: Execute activity

A: Approve

T: Technical support

S: Administrative support

WBS Output/activities			Responsible			
Output	Activity	Tasks	Ms. Y	Mr. B	Field Unit	HQ
1	1.1	1.1.1	E	A		T
		1.1.2	E	S		A
		1.1.3	T	E	T	
	1.2	1.2.1	E			A

Team



TOR
Project Cycle Management



5-PROJECT BUDGETING

5-Project Budgeting

- The budget is the work plan expressed in monetary terms. It is an integral part of the planning process and a significant part of the project document
- It is an important part of the contractual relationship between the Implementing Organization and the donor
- **Technical Cooperation Budget Preparation Procedures**

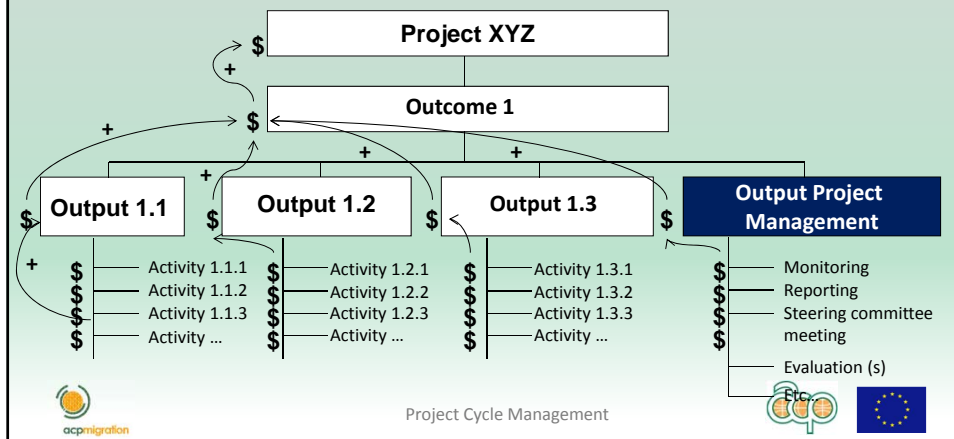
WBS Output/activities			Resources required						Total Budget	
Out put	Act.	Tasks	Personnel			Equipment	Material	Services	Budget	
			Type 1	Type 2	Type 3					
1	1.1	1.1.1								
		1.1.2								
		1.1.3								
	1.2	1.2.1								
		1.2.2								
2	2.1	2.1.1								
	2.2	2.2.1								

TRADITIONAL BUDGETING

- Per budget lines
 - Travel
 - Staff fees
 - Equipments
 - Works
 - Etc..

BOTTOM-UP BUDGETING

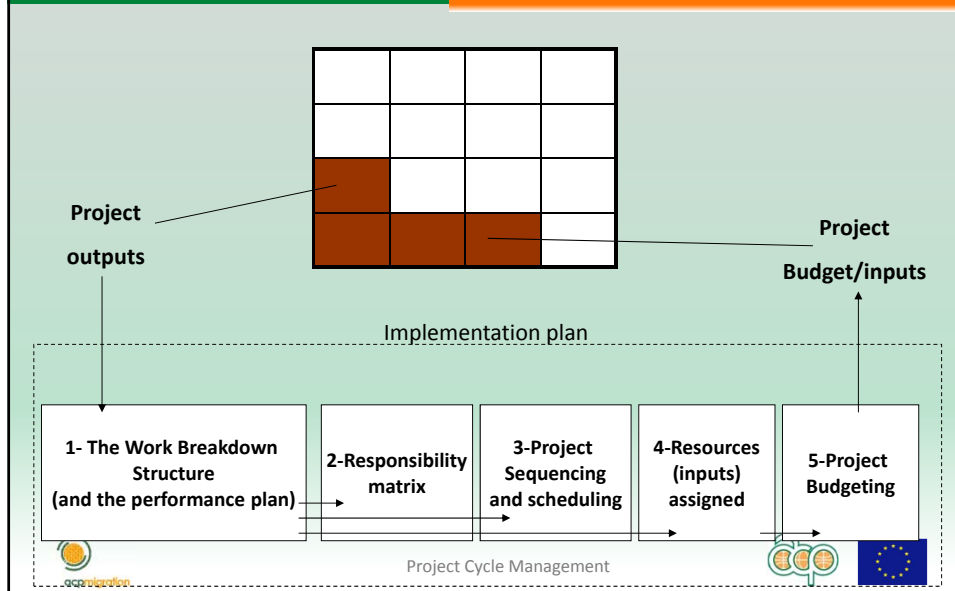
- Bottom-up budgeting (or output-based budgeting or outcome-based budgeting)



BUDGETING IN 2013...

- In 2013, it is recommended to adopt both budgeting systems
 - The traditional one to comply with in-house or donors' budgeting procedures
 - The outcome-based system
 - to support transparency in spending,
 - to enable the development of cost indicators at activity level,
 - to adapt to the new coming system before the new system comes to adapt you!

COMPLETING/UPDATING THE LOGFRAME



SECTION VII

Project Monitoring and Evaluation



PROJECT MONITORING AND EVALUATION



Project Cycle Management



WHY MONITORING AND EVALUATION ?

Can we carry out a project or programme without implementing any changes from the initial project proposal and plan?

1. Yes, but you need to be very lucky
2. Yes, but I have never experienced or seen such a case
3. No, it is impossible, changes will always happen



Project Cycle Management



MANAGERS' STATE OF MIND ?

If you are piloting the project, you are the captain of the boat. Which state of mind you should adopt as a manager?



Project Cycle Management



OECD DEVELOPMENT ASSISTANCE EVALUATION CRITERIA

- Relevance
- Efficiency
- Effectiveness
- Impact
- Sustainability



Project Cycle Management



ACTORS AND FACTORS

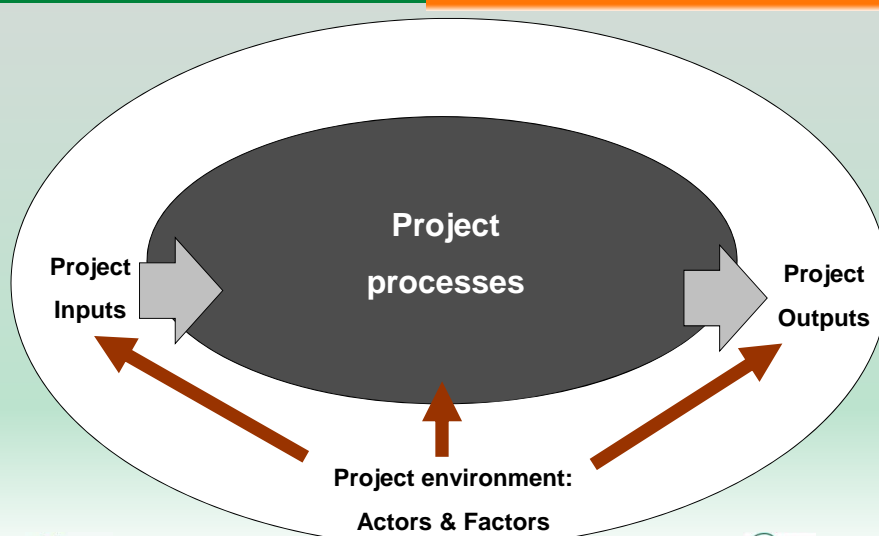
Any development interventions bring changes to the project environment...



Project Cycle Management



ACTORS AND FACTORS



Project Cycle Management



REMINDER: THE HARD AND SOFT PROJECTS



**Monitoring and
Evaluation**

**Same
challenges and
realities?**



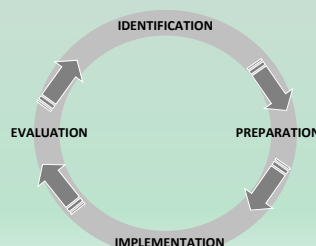
Project Cycle Management



QUESTION

**In the project cycle, when do we start
to look at the M&E function?**

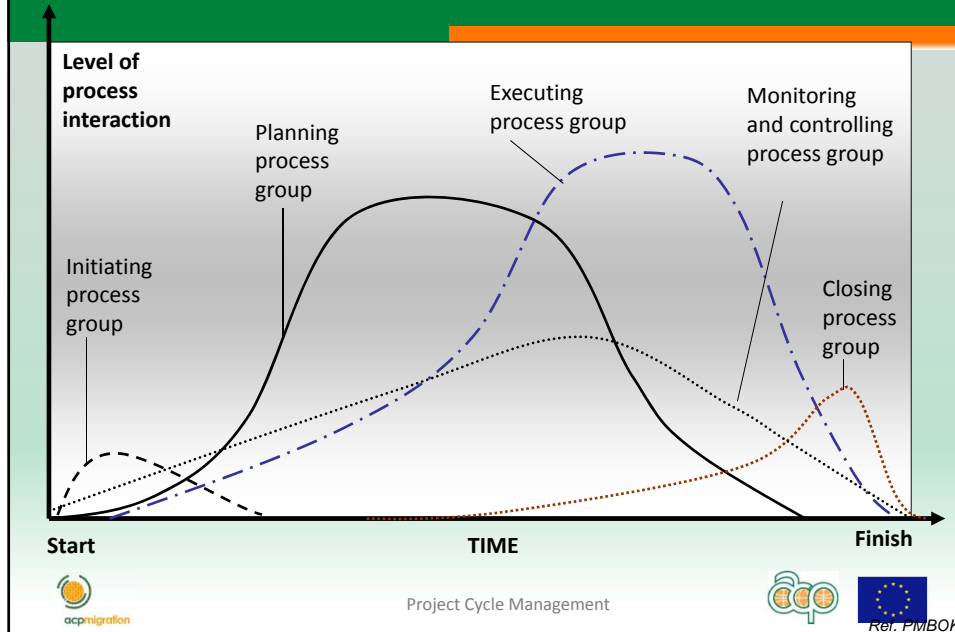
1. At the project identification phase
2. At the project preparation phase
3. At the implementation phase
4. At the evaluation phase



Project Cycle Management



PROJECT MANAGEMENT PROCESSES



QUESTION

Monitoring asks whether

- 1. We are doing things right**
- 2. We are doing the right thing**

QUESTION

Evaluation asks whether

- 1. We are doing things right**
- 2. We are doing the right thing**



Project Cycle Management



QUESTION

Monitoring is something that takes place

1. Every now and again
2. At planned intervals
3. Continuously



Project Cycle Management



QUESTION

Evaluation is something that takes place

1. Once
2. Continuously
3. At planned intervals



Project Cycle Management



QUESTION

What links monitoring and evaluation?

1. They're done by the same people
2. They share the same data
3. They're both boring



Project Cycle Management



QUESTION

CAN WE MONITOR AND EVALUATE PROJECTS WITHOUT HAVING A BASELINE?

- YES
- NO



Project Cycle Management



	MONITORING AND CONTROL	EVALUATION	AUDIT
TIME HORIZON	Short-term horizon	Long-term horizon	Past and short-term horizon
WHEN?	Ongoing assessment of project progress	Periodic assessment of project progress	Occasionally and on completion
USEFULNESS FOR:	Resolving problems during implementation that obstruct the project progress	Learning from project experience in order to improve future interventions	Improving the compliance with management rules and norms
EMPHASIS IS PUT MAINLY ON:	The project efficiency : Time, quality and money ! Inputs-activities-Outputs	The project effectiveness : the impact Activities-Outputs-Outcomes	The economics Budget-inputs-activities
MAIN FOCUS IS ON:	The work plan and the risks for quick tactical and operational decisions	The results-chain and project outcomes for future strategic decisions	Project transactions: Financial, procurement and human resources management
WHAT IS EVALUATED?	The project operations	Everything that is relevant! (SOCDE Criteria)	The compliance with budget rules and procedures
WHO?	I. Internal: project team II. External: funding agency	Usually external (impartiality) Self-evaluation	External (Public independent entities; audit companies)

DEFINITION - MONITORING

- **Monitoring and Control:**

is the **systematic collection and analysis of information as a project progresses**. It is aimed at improving the **efficiency and effectiveness** of a project or organization.

is the process of **tracking, reviewing, and regulating the project progress to meet the performance objectives** defined in the project management plan.



Project Cycle Management



DEFINITION - EVALUATION

- **Evaluation:**

is the **comparison of actual project impacts against the agreed strategic plans**. It looks at what you set out to do, at what you have accomplished, and how you accomplished it.

It can be **formative** by taking place during the life of a project or programme, with the intention of improving the strategy or way of functioning of the project or programme.

It can also be **summative** by drawing learnings from a completed project or programme that is no longer functioning.



Project Cycle Management



DEFINITION: AUDIT

Audit:

- Assessment of compliance of financial practices with laws and regulations (Traditionally)
- whether project funds are being/have been used economically, efficiently and effectively (New trend)

Type of Audits

Financial: Focus on inputs (financial resources)

Performance: Focus on outputs and outcomes (whether project funds have been, or are being, used economically, efficiently and effectively - value for money)



Project Cycle Management



*If you do not measure results, you can not tell success from failure
If you can not see success, you cannot reward it
If you can not reward success, you are probably rewarding failure
If you can not see success, you can not learn from it
If you can not recognize failure, you can not correct it
If you can demonstrate results, you can win public support*

Adapted by Kusek and Rist (2004) from Osborne & Gaebler, 1992



Project Cycle Management

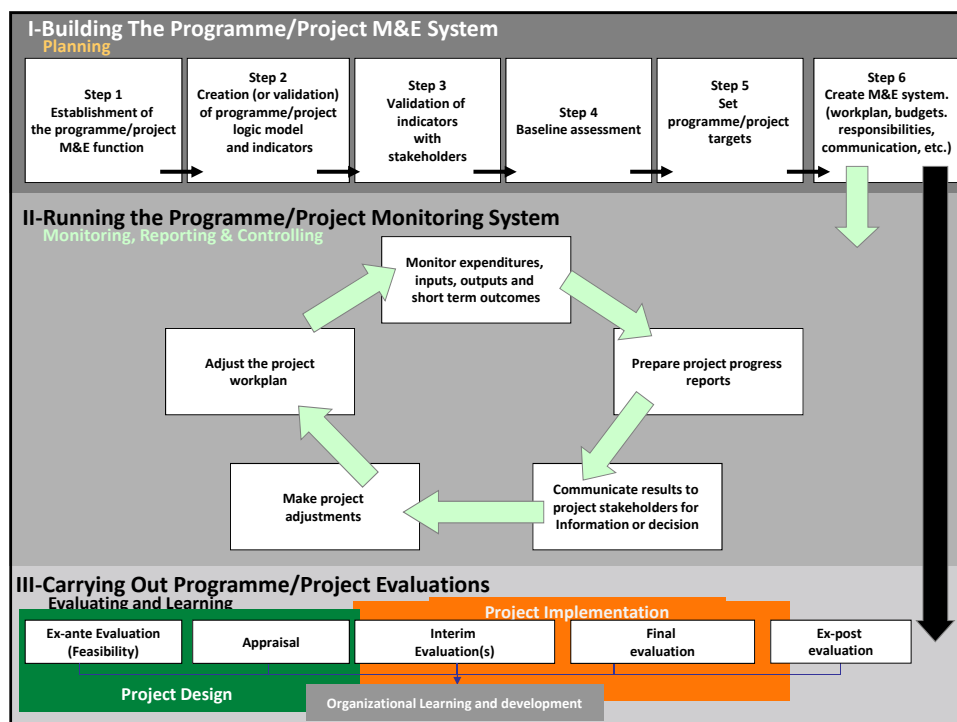


THE MONITORING AND EVALUATION FUNCTIONS

- Planning, monitoring, reporting, controlling and evaluating « for » and « about » results



Project Cycle Management



I-M&E AND PLANNING

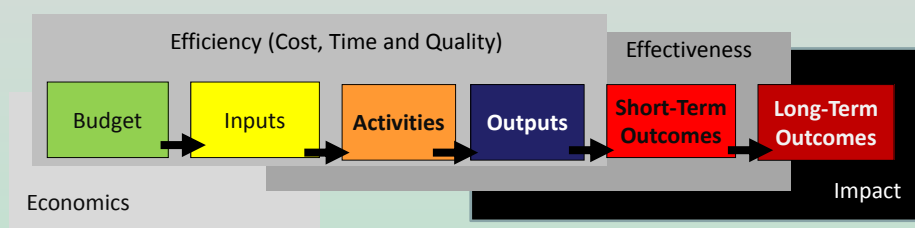
- Monitoring and Evaluation should be part of your planning processes.
- It is very difficult to go back and set up monitoring and evaluation systems once things have begun to happen.



Project Cycle Management



THE LOGIC MODEL: THE RESULTS-CHAIN

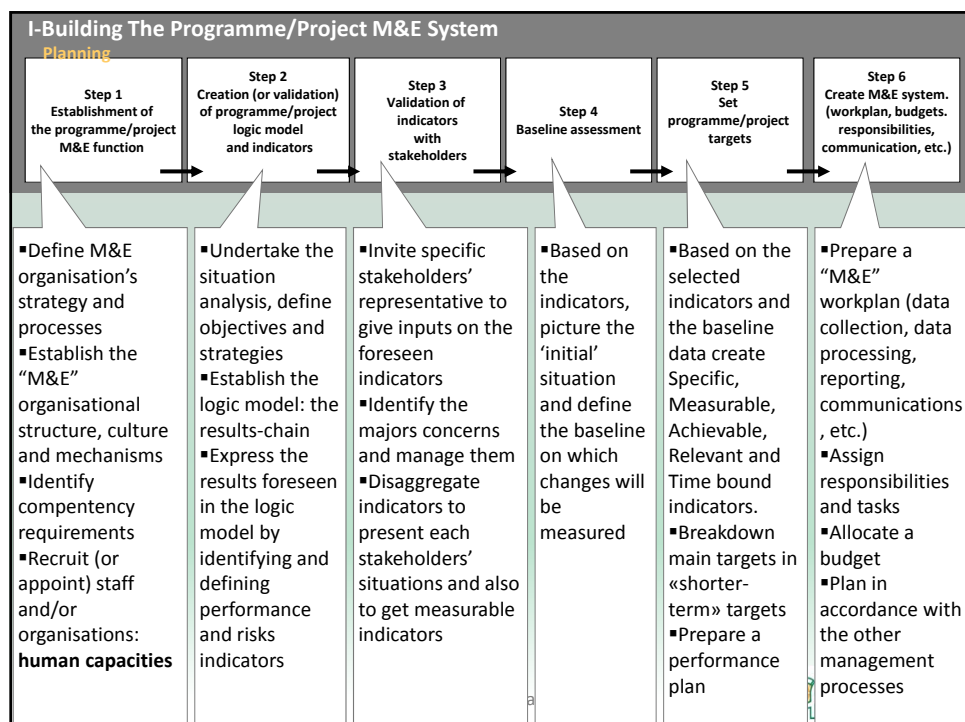


The perfect monitoring and evaluation system covers individually all the elements of the results-chain as well as the linkages between the elements which compose it.



Project Cycle Management





II-MONITORING AND CONTROL

Monitoring and Control Project Work:

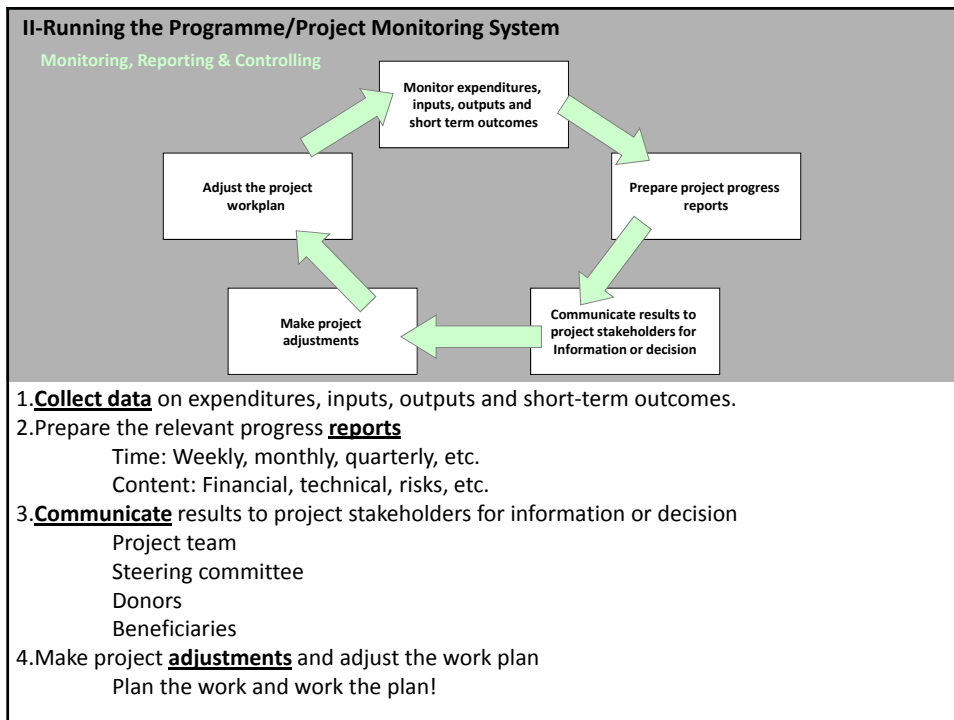
The process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan

Perform Integrated Change Control:

Project Management Body of Knowledge, PMI, 2004

The process of reviewing all change requests, approving changes, and managing changes to the deliverables, organizational process assets, project documents, and the project management plan

- In other words:
 - To check progress
 - To take remedial action, and
 - To update planning



DATA COLLECTION METHODS

"In God we trust; all others must bring data."

-William Edwards Deming

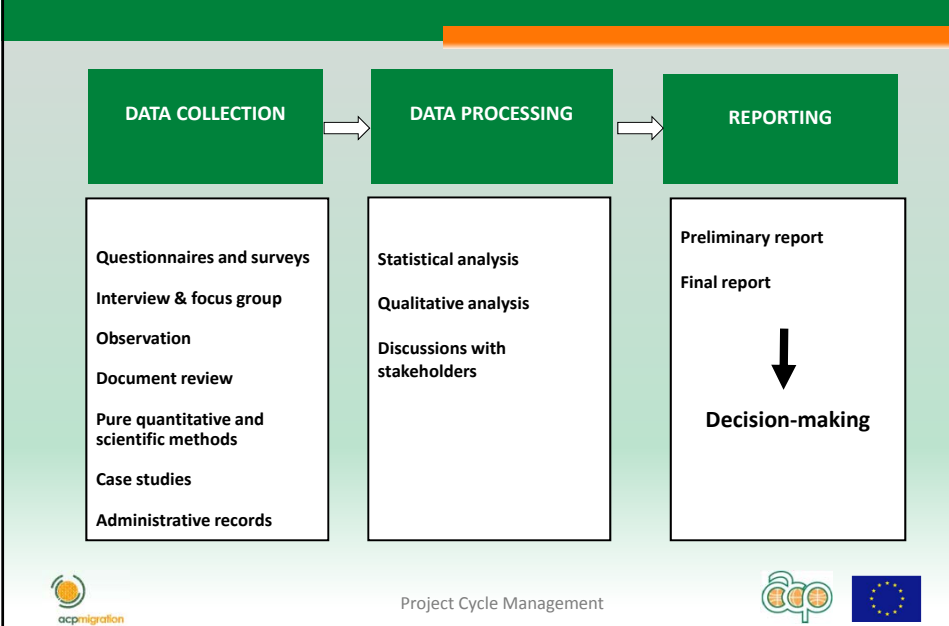
acpmigration

Project Cycle Management

DATA COLLECTION



THE STAGES OF INFORMATION COLLECTION



DATA COLLECTION METHODS (1)

Informal and unstructured methods

- Community interviews
- Documentary review
- Administrative records
- Interviews with key informants
- Focus group interviews
- Field observation
- Case studies



Project Cycle Management



DATA COLLECTION METHODS (2)

Formal and structured methods

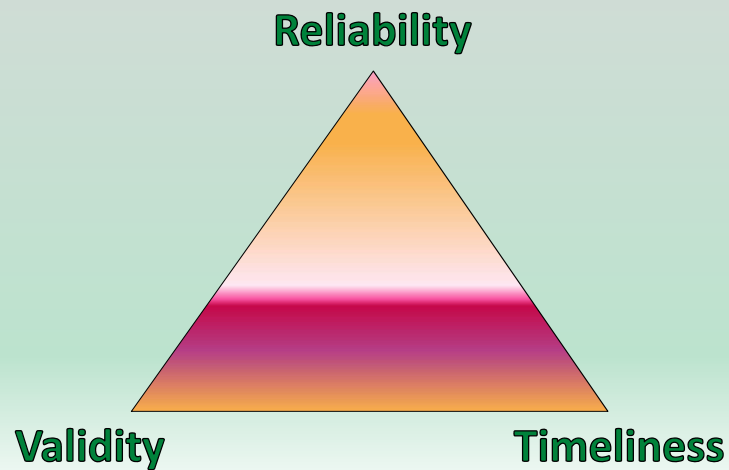
- One-time survey
- Panel survey
- Census



Project Cycle Management



Key criteria for collecting quality performance data



Project Cycle Management



BASELINE METHODOLOGY

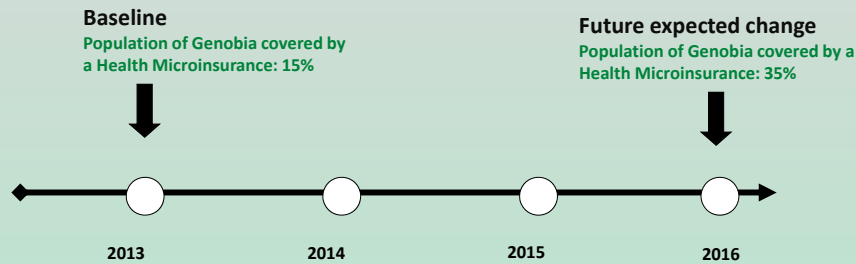
1. Outline methodology
2. Identify information needs and data sources
3. Select methods for information gathering
4. Choose sampling strategies
5. Data analysis



Project Cycle Management



TO MEASURE CHANGE WE NEED A BASELINE...



Baseline data refer to the initial value against which an indicator is subsequently measured.



Project Cycle Management



ISSUES IN ELABORATING A BASELINE

- Protect against individual biases by using team work, consultation with partners, using clear terms of reference
- Pay attention to the appropriate timing
- Consider the soundness of the data (use of Census data)



Project Cycle Management



PUBLIC PROJECTS ARE OFTEN AFFECTED BY THE POLITICAL AND LEGISLATIVE CYCLES ...

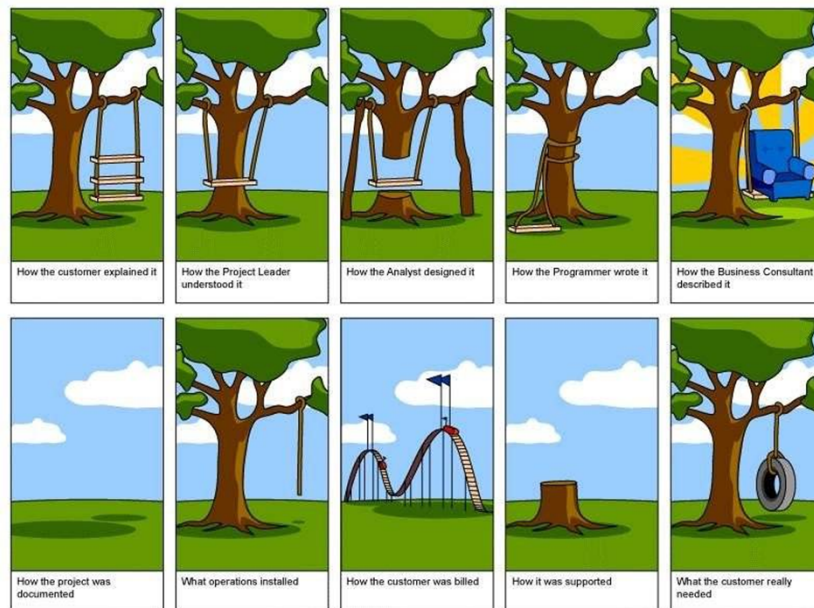
- Attention should be paid to election timetable, post-election period, legislative floor periods, budget processes, etc.
- Attention to the macroeconomic and budgetary constraints linked to the economic cycle



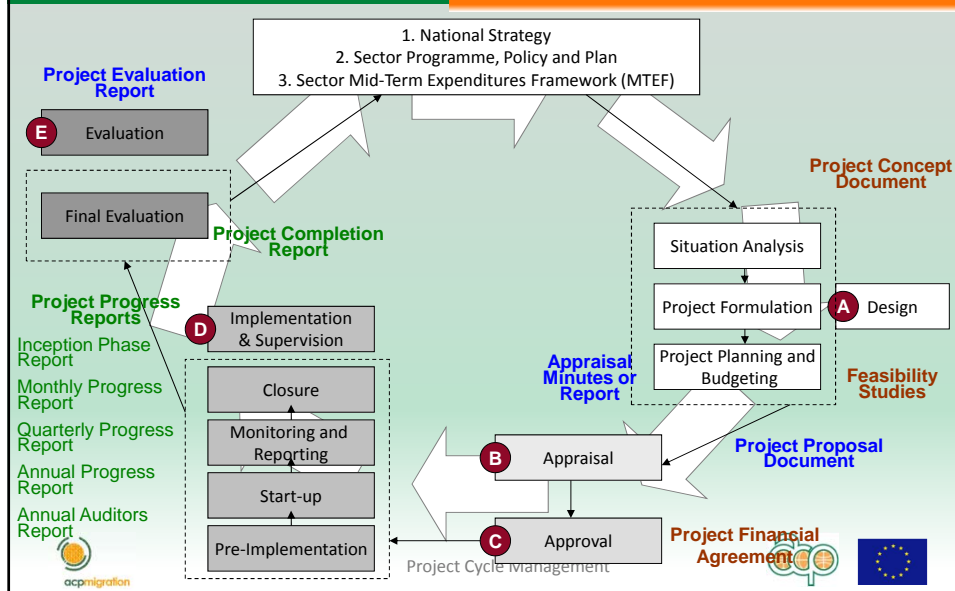
Project Cycle Management



PROJECT REPORTING



PROGRAMME AND PROJECT CYCLE MANAGEMENT & PROJECT DOCUMENTS



TYOLOGY OF MONITORING REPORTS

Inception report

- Usually produced within 2/3 months after the launch of the project (funding release and key staff in place).

Quarterly, six-monthly progress reports

- Produced by implementing partners/project managers on a regular basis

Annual report

- Focus on documenting progress towards delivering planned results and achieving the project purpose. Comparison against the original project design (or as updated by the inception report) and the last annual workplan is provided.

Final report

- Required at the end of the project financing period to document and comment on overall achievements against the original plan, prospects for sustainability of benefits, highlight lessons learned and make recommendations on any follow-up actions required.



Project Cycle Management



AIMS OF REPORTING IN GENERAL

- To provide conclusions and recommendations to decision makers
- To provide information to the project manager
- To inform the project sponsors and funders, and
- To inform the beneficiaries and the public at large



Project Cycle Management



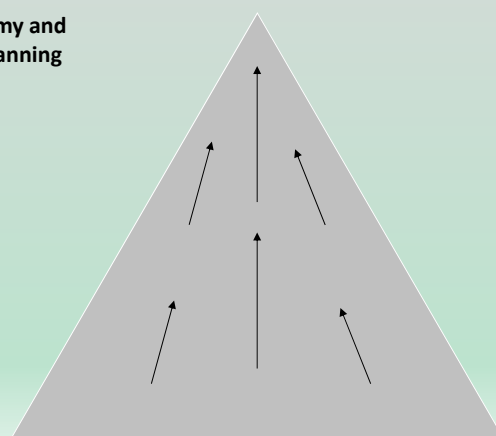
PROJECT INFORMATION AND HIERARCHY

Finances, Economy and
Development Planning

Sector Ministry

Project Steering
Committee

Project Team



Summarised

Flow of
Information

Detailed

Volume of Information



Project Cycle Management



THE 10 RULES FOR QUALITY REPORTING

PROJECT PROGRESS REPORT...



Project Cycle Management



CONTENT OF PROGRESS REPORT

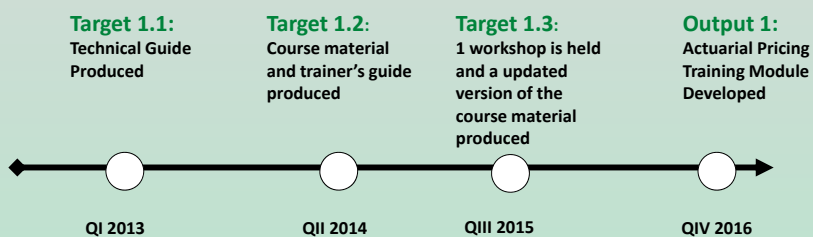
- Progress in achieving the project Results (output indicators)
- Physical progress against initial plan (baseline)
- Financial progress against initial plan (baseline)
- Risks
- Justification for delays or variations in relation to planning, and
- Action required
- Plan for the next period



Project Cycle Management



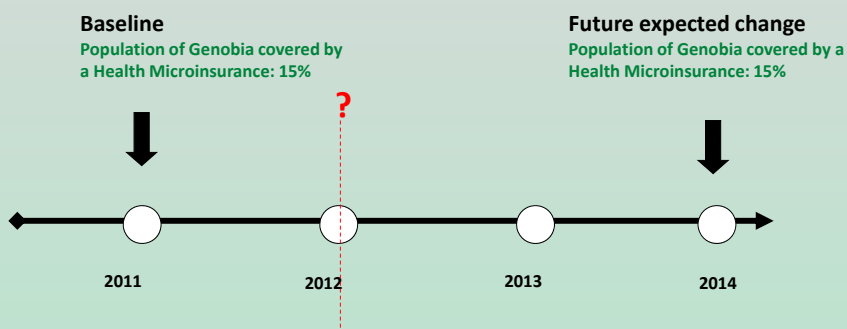
MILESTONES INDICATE THE PROGRESS TOWARDS THE OUTPUT ...



Project Cycle Management



REPORT CHANGE FROM THE BASELINE...



Baseline data refer to the initial value against which an indicator is subsequently measured.



Project Cycle Management



OUTCOME INDICATORS CONTROL PANEL

Indicator	Baseline (year 0, per cent)	Current (year n, per cent)	Target (year n, per cent)	Difference (percentage points)
Claims rejection ratio	20	18	15	-3

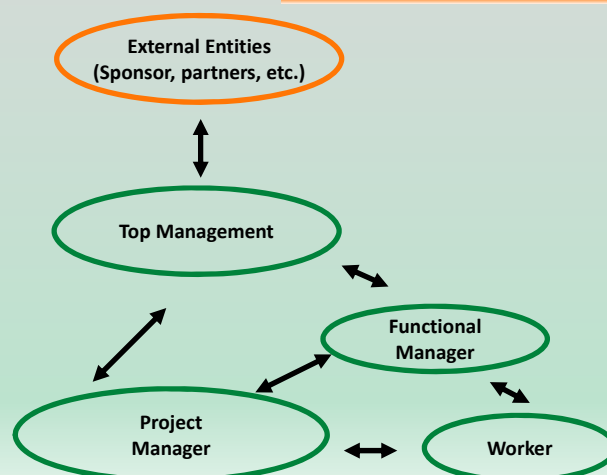
WHY?



Project Cycle Management



REPORTING FLOWS



Project Cycle Management



PROCESS

- Identify the stakeholders concerned with the project reporting function
- Defined their roles and responsibilities towards the reporting function
- Identify the objectives of your reporting function
- Define the frequency, type and content of reports required. (Develop Standard Report)
- Plan project meetings and related decision-making process with the reporting function



Project Cycle Management



PROJECT EVALUATIONS

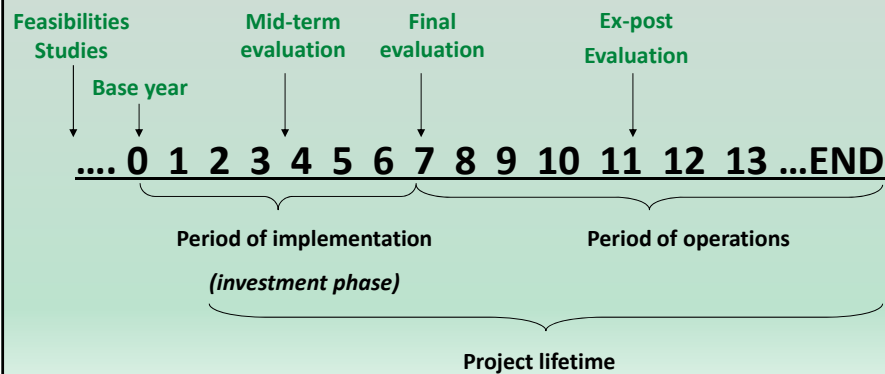
- Evaluation Criteria
 - Efficiency
 - Effectiveness
 - Impact
 - Relevance
 - Sustainability
- Future decisions...



Project Cycle Management



THE TIME DIMENSIONS OF A PROJECT



Project Cycle Management



WHY EVALUATE PROJECTS?

1. PURPOSES OF EVALUATION
2. USE OF EVALUATIONS
3. APPROACHES TO EVALUATION



Project Cycle Management



1. AIMS and PURPOSES of EVALUATION

1. Judgment-Oriented
2. Improvement-Oriented
3. Accountability
4. Knowledge-generating
5. Developmental



Project Cycle Management



1.1 JUDGMENT ORIENTED

- Evaluations aimed at determining the overall value, significance or merit of a programme
- Usually helpful to decide whether a programme is effective enough to be continued, expanded or replicated: informs decisions
- Criteria -> performance standards -> measure performance -> create judgment of value



Project Cycle Management



1.2 IMPROVEMENT ORIENTED

- Evaluations results are used to improve a programme: ongoing cycle of reflection
- Looking for strength and weakness, progress, challenges, unexpected events/results, new ideas coming out
- It is the cook tasting the soup to see what needs to be added



Project Cycle Management



1.3 ACCOUNTABILITY FOCUS

- Requirement to explain and justify what has been done and how
- Judgment is involved but users different
- Questions: Funds being used as said? Did implementation follow approved plan? Did programme handle risks?
- Accountability to external audiences: funders and beneficiaries' communities



Project Cycle Management



1.4 KNOWLEDGE GENERATING

- Learning for sharing
- Findings can be adapted and used in other programmes, in other contexts and localities
- Can include comparing many programmes to synthesize results and good practice
- Origin of 'lessons learned' that is now part of most evaluations



Project Cycle Management



1.5 DEVELOPMENTAL

- Involves adapting the intervention to changing and volatile circumstances
- Guides adaptation to emergent reality
- Changing programme model itself, supports innovation and adaptive management
- Learn to differentiate between signal and noise
- Direct implementation



Project Cycle Management



2. USE of EVALUATION

**It is impossible for man to learn what he
thinks he already knows.**

-Epictetus

**It is impossible to wake up a person who
pretends to be asleep.**

-Heard in NGO in Gabon



Project Cycle Management



2. USE of EVALUATION

- Evaluations can be distinguished by the intended user:
 - Judgment: funder (programme), decision maker
 - Improvement: managers, staff, participants
 - Accountability: funder (legal), Board, beneficiaries
 - Knowledge: Planners, scholars, programme designers, policy makers
 - Developmental: staff, partners



Project Cycle Management



2.1 UTILIZATION FOCUSED EVALUATION

- The merit of an evaluation can be judged by its use
- «Utilization-focused program evaluation is evaluation done for and with specific intended primary users for specific, intended use»
- For each evaluation there are intended users and the first step of evaluation process is to identify primary user and intended use



Project Cycle Management



2.1 UTILIZATION FOCUSED EVALUATION

- 2006 survey among evaluators: 68% identified 'nonuse' of evaluation results as a great problem ('intentional misuse' 21%)
- Nonuse is a failure of the evaluation process, and of evaluator

What questions can we ask to identify intended user and use?



Project Cycle Management



2.2 TEMPTATIONS AWAY FROM USE

- Targeting organizations instead of specific persons/positions
- Assuming that evaluation's funder is automatically the primary user
- Waiting until findings to identify intended users and use
- Being co-opted by powerful stakeholders
- Identifying users but not involving them in evaluation decision making



Project Cycle Management



2.3 EXAMPLE OF INTENDED USE

Under headline 'Report Purpose':

“The primary purpose of this report is for ADRA Laos as a summative evaluation of their MSC pilot project. In addition this report is a formative evaluation of the MSC system to inform future improvements. Lastly, this report has been written to provide other development agencies with lessons learnt from the MSC pilot project conducted in Laos.”



Project Cycle Management



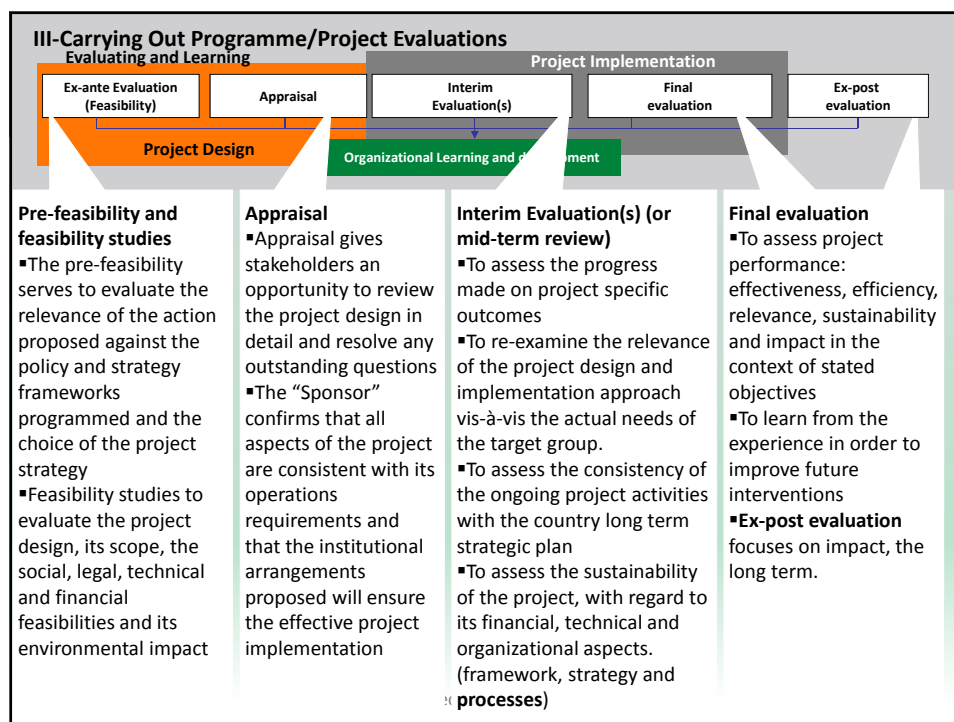
3. APPROACHES TO EVALUATION

Different approaches classified according certain criteria:

- Timing
- Method used
- Focus



Project Cycle Management



3. SOME CONTRASTING APPROACHES

1. Internal vs External
2. Mandated vs Management Practice
3. Outcome vs Process
4. Summative vs Formative
5. Goals-based vs Goals-free



Project Cycle Management



THE 10 RULES FOR GETTING GOOD PROJECT EVALUATION REPORTS

HOW TO GET A USEFUL PROJECT EVALUATION REPORT...



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SECTION VIII

Project Management Templates and References

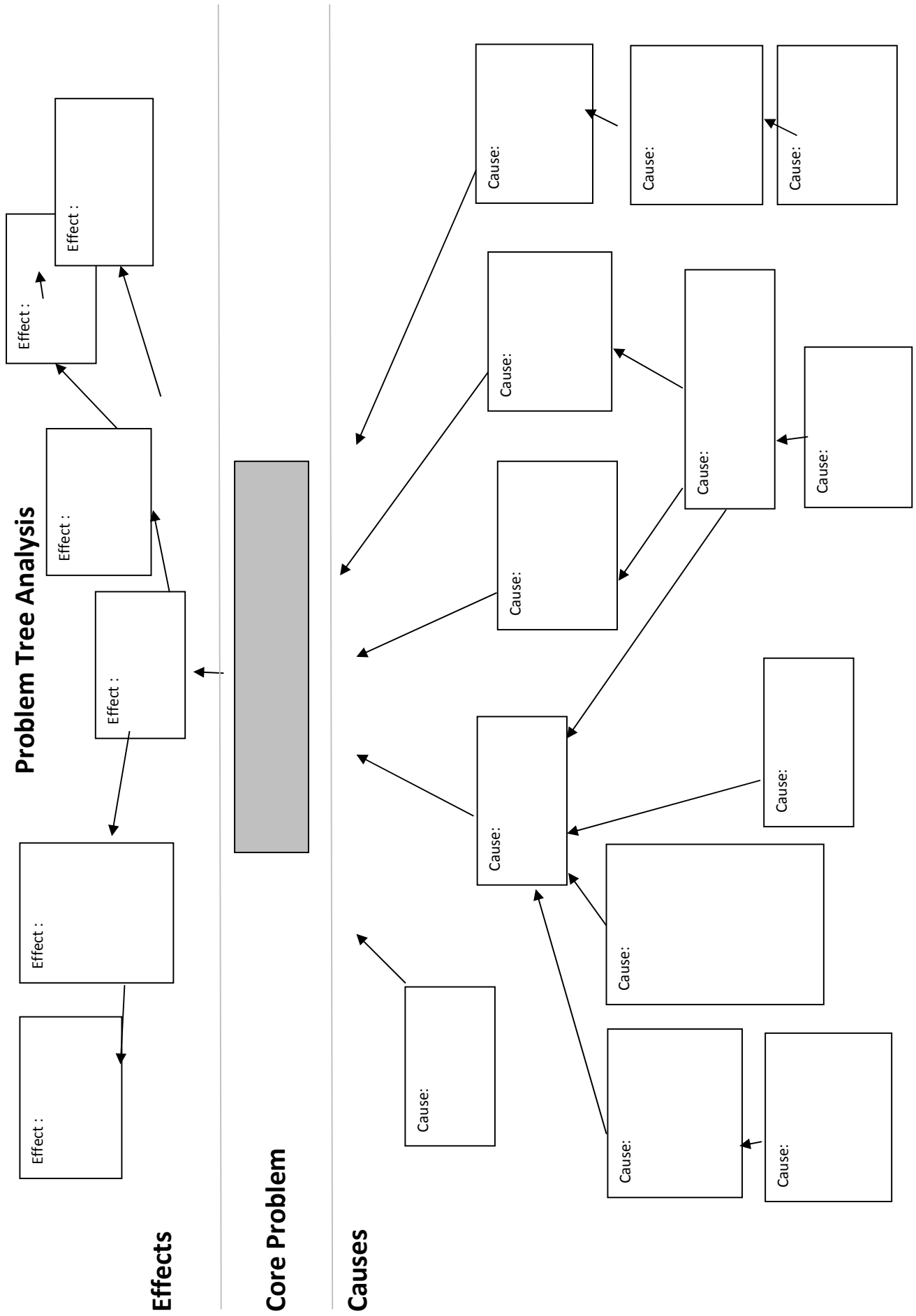


Stakeholders Analysis Matrix

Name of Stakeholder Group	Functions, characteristics and roles	Stakeholder Analysis		Implication for Design and Implementation Stages
		Positive aspects	Negative aspects	

Target Group Analysis

	Positive	Negative
Internal	Strengths	Weaknesses
External	Opportunities:	Threats:



Objective Tree Analysis

(Copy and paste the problem tree and cover into an objective tree)

Long-term objectives

Objectives

Short-term objectives

Alternatives Analysis

Alternatives	Criteria					Appraisal
	Contribution to the higher objectives	Consistency with my organisation strategies	(add criterion or delete this column)	(add criterion or delete this column)	(add criterion or delete this column)	
1 (add your alternative)						
2 (add your alternative)						
3 (add your alternative)						
4 (add your alternative)						

Logical Framework

Project Results-Chain	Indicators	Means of verification	Critical assumptions
Development objective / Expected Impact:			
Immediate objective / Project outcome:			
Outputs:			
Activities:	Inputs	Budgets	Starting Conditions

Project Planning: Inputs

[illegible]

Complete Implementation Plan and Budget

[illegible]

NAME OF THE ORGANISATION IMPLEMENTING THE PROJECT

Project name

RISK REGISTER

**by
Author**

Date



SECTION I

Risk Identification and Assessment

Table 1. Risk identification and Assessment

Project Name :		Authors:	
Team Leader :		Date :	

Risk (Critical event that can affect negatively the project course)		Likelihood 1-Very Low 2-Low 3-Average 4-High 5-Very High	Impact on objectives, scope, quality, cost and schedule	Impact Strength 1-Very Low 2-Low 3-Average 4-High 5-Very High	IMPORTANCE (Impact X Likelihood)																																																																								
1	Give the risk a name and insert a short but precise description of the risk and its impact on the project..	3-Average Measure its likelihood and comment on it	<table border="1"> <tr> <td>Impact on :</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>Objectives</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Quality</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Cost</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Schedule</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	Impact on :	1	2	3	4	5	Objectives						Quality						Cost						Schedule						4-High Measure its impact and comment on it based on your analysis using the impact matrix	<table border="1"> <tr> <td colspan="6">Impact</td> </tr> <tr> <td>Likelihood</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>Very High</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>High</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Average</td> <td></td> <td></td> <td></td> <td>X</td> <td></td> </tr> <tr> <td>Low</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Very Low</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	Impact						Likelihood	1	2	3	4	5	Very High						High						Average				X		Low						Very Low					
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Risk (Critical event that can affect negatively the project course)			Impact on objectives, scope, quality, cost and schedule	Impact Strength 1-Very Low 2-Low 3-Average 4-High 5-Very High	IMPORTANCE (Impact X Likelihood)																																																																								
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SECTION II

Risk Response Strategy and Risk Management Plan

Table 2: Risk Response Strategy and Risk Management Plan

Project Name :
Team Leader :

Authors:
Date :

Risk (Insert risks that have been evaluated as important)	Potential causes (Describe the causes that can make the risk to happen)	Mitigation measures to implement (To prevent, eliminate, avoid, mitigate, accept, etc.)	Risk Management Plan			
			Risk indicator (early warning indicator)	Person in Charge of implementing the measures	Cost of the measures	When to implement
1						
2						
3						
4						
5						

Risk (Insert risks that have been evaluated as important)		Potential causes (Describe the causes that can make the risk to happen)	Mitigation measures to implement (To prevent, eliminate, avoid, mitigate, accept, etc.)	Risk Management Plan			
				Risk indicator (early warning indicator)	Person in Charge of implementing the measures	Cost of the measures	When to implement
6							
7							
8							
9							
10							

SECTION III

Risk Management Summary Sheets

Risk Name							
Project:		Output :		Activity Code :			
Risk description:							
Risk owner:			Risk Impact				
Risk potential causes and impact on project course:			Impact :	Low	Medium	High	
			Objectives				
			Quality				
			Cost				
			Schedule				
			Comments on Impact:				
Stakeholders concerned and affected:							
Risk Response strategies	Person in Charge	Cost	When to implement	Risk importance			
				Impact			
				Likelihood	Low	Average	High
				High			
				Average			
				Low			
Risk Early Warning Indicator							
Risk Indicator:							
Source of Verification:							

Risk Name							
Project:		Output :		Activity Code :			
Risk description:							
Risk owner:			Risk Impact				
Risk potential causes and impact on project course:			Impact :	Low	Medium	High	
			Objectives				
			Quality				
			Cost				
			Schedule				
			Comments on Impact:				
Stakeholders concerned and affected:							
Risk Response strategies	Person in Charge	Cost	When to implement	Risk importance			
				Impact			
				Likelihood	Low	Average	High
				High			
				Average			
				Low			
				Risk Early Warning Indicator			
Risk Indicator:							
Source of Verification:							

Risk Name							
Project:		Output :		Activity Code :			
Risk description:							
Risk owner:			Risk Impact				
Risk potential causes and impact on project course:			Impact :	Low	Medium	High	
			Objectives				
			Quality				
			Cost				
			Schedule				
			Comments on Impact:				
Stakeholders concerned and affected:							
Risk Response strategies	Person in Charge	Cost	When to implement	Risk importance			
				Impact			
				Likelihood	Low	Average	High
				High			
				Average			
				Low			
				Risk Early Warning Indicator			
Risk Indicator:							
Source of Verification:							

Risk Name											
Project:		Output :			Activity Code :						
Risk description:											
Risk owner:				Risk Impact							
Risk potential causes and impact on project course:				Impact :							
				Low				Medium		High	
				Objectives							
				Quality							
				Cost							
				Schedule							
Stakeholders concerned and affected:				Comments on Impact:							
Risk Response strategies		Person in Charge	Cost	When to implement	Risk importance						
					Impact						
					Likelihood						
					Low			Average		High	
					High						
					Average						
Low											
					Risk Early Warning Indicator						
					Risk Indicator:						
					Source of Verification:						

Risk Name							
Project:		Output :		Activity Code :			
Risk description:							
Risk owner:			Risk Impact				
Risk potential causes and impact on project course:			Impact :	Low	Medium	High	
			Objectives				
			Quality				
			Cost				
			Schedule				
Stakeholders concerned and affected:			Comments on Impact:				
Risk Response strategies	Person in Charge	Cost	When to implement	Risk importance			
				Impact			
				Likelihood	Low	Average	High
				High			
				Average			
				Low			
Risk Early Warning Indicator							
Risk Indicator:							
Source of Verification:							

Monitoring & Evaluation matrix

Performance Indicator	Indicator definition and unit of measurement	Baseline information	Data source	Data collection (method, frequency & responsibility)	Support for data collection	Data analysis (method, frequency & responsibility)
Immediate Objective(s):						
Output(s):						
						...

Stakeholders' involvement in the monitoring system

Stakeholder	Interests in project M&E	Information they have or need	Role in M&E

REPORTING STRATEGY FOR THE PROJECT IMPLEMENTATION STAGE

Type of Report	Purpose	Information it contains	To whom it is communicated	Period and frequency

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The Project Management Hut

<http://www.pmhut.com/>

Project Management Institute

<http://www.pmi.org/>

Complete Guide on Evaluation of EU external aid

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DAC Quality Standards for Development Evaluation

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Developing M&E Systems for Complex Organisations

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Online Glossary:

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http://www.un.org/Depts/oios/mecd/mecd_glossary/index.htm

This Glossary contains 143 monitoring and evaluation terms with definitions that are used throughout the United Nations Secretariat in the context of monitoring and evaluation and results-based management

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